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JOB INSECURITY AND BURNOUT AMONG PRIVATE SECURITY OFFICERS: THE ROLES OF WORK-FAMILY CONFLICT AND PROCEDURAL JUSTICE

BY

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DECLARATION

I hereby declare that this work is the result of my own research and has not been offered by anyone for any award in this or any other university. All references used in this work have been fully acknowledged. I bear sole responsibility for any shortcomings in the work.

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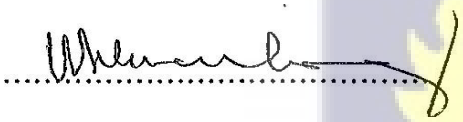

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DEDICATION

I dedicate this work to the God Almighty for his amazing grace throughout my education. I dedicate this work to my parents for their encouragement and support throughout my university education. I also dedicate this work to my supervisors for their words of encouragement, aiding me in every way they can and pushing me to learn to do things on my own. God richly bless them.

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TABLE OF CONTENTS

CONTENTS **PAGE**

ABSTRACT

Numerous studies have documented the detrimental impact of job insecurity on burnout among different employees. However, the roles of contextual factors such as procedural justice and work-family conflict in the relationship between job insecurity and burnout have received little attention. Using the Job Demands-Resources (JD-R) model, the study sought to examine the roles of procedural justice and work-family conflict in the relationship between job insecurity and burnout. One hundred and eighty-four (n = 184) employees working in private security organisations in the Greater Accra region of Ghana conveniently served as the respondents for the study. The Job Insecurity Scale (JIS, Work-Family Conflict Scale (WFCS), Justice Perceptions Scale (JPS), and the Oldenburg Burnout Inventory (OLBI), which has two dimensions (job disengagement and emotional exhaustion), were used in data collection. The Statistical Package for Social Sciences (SPSS) was the software used in analysing the data. The data were analysed using bivariate correlations and multiple regression analysis). Findings of the study indicated that job insecurity was positively related to the disengagement and exhaustion dimensions of burnout. Work-family conflict moderated the relationship of job insecurity with exhaustion but not disengagement. Procedural justice mediated the relationship between job insecurity and the components of burnout (job disengagement and emotional exhaustion). These findings suggest the need for managers in private security organizations to implement measures to reduce work-family conflict and ensure procedural justice to help minimize the impact of job insecurity on security officers.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The competition between organisations is becoming increasingly intense day in and day out. Organisational structures, therefore, must change in order to compete in these turbulent changing circumstances and trends (Berntson et al., 2016; Demerouti et al., 2001). With these changing conditions, organisations are supplanted by service businesses, reduction of employees due to financial savings, changing work practices, flexible job contracts, outsourcing, and various methods of restructuring, such as mergers and acquisition, downsizing, and privatization (Simha et al., 2014). As indicated by Afulani et al. (2021), more than 42,000 employees had lost their jobs due to the COVID-19 outbreak in sub-Saharan Africa and more are to lose their jobs in the coming years. These circumstances have the potential to undermine employees' perception of their security (Bosman et al., 2016; Simha et al., 2014).

Job insecurity is considered as a social phenomenon experienced as a personal perception about employment (Simha et al., 2014). It occurs when a person lacks the assurances that they will continue to retain their jobs (Hu et al., 2018). As defined by Demerouti et al. (2001), "job insecurity is a subjective experience of involuntary job loss that is associated with feelings of that reflects uncertainty, hopelessness and powerlessness on the part of the employee" (p. 499). Berntson et al. (2016) stipulated that job insecurity is about the employee preserving the facets of the job that are imperative and not only about the employee trying to keep their job. It is considered as the general worry and apprehension regarding the continuous existence of the job in the future (Nauman et al., 2019).

Despite variations extant definitions of the concept, job insecurity is commonly depicted as a subjective perception (Nart & Batur, 2017). Some employees might perceive vulnerability about their current position when it is not the situation (Scanlan & Still, 2019). On the other hand, other employees might not perceive any threat associated with their current jobs although they might lose it (Scanlan & Still, 2019). Therefore, the perception of job insecurity differs from employees who have been alerted of job termination, who due to the certainty are able prepare and focus themselves for unemployment (Ming et al., 2020).

Job insecurity is considered as a major work-related stressor, which affects an increasing number of employees (Scanlan & Still, 2019). According to transactional stress model, perception of a threat to one's job has the tendency to become a source of stress to the employee. The model is built on the cognitive valuation of the demands or threats placed on the employees, and how the employees perceive their capabilities, resources, and skills available to cope with the threats or demands (Kausto et al., 2017). Accordingly, an individual experiences stress when the capability or resources perceived by the employee cannot cope with the perceived threats placed on them. Based on this, the transactional model therefore recognizes job insecurity to have harmful impacts on both the employees and the organisation (Kausto et al., 2017). Like job stressor, the consequence of job insecurity also includes stress reactions, such as negative attitudes and behaviour towards work (Demerouti et al., 2001). The detrimental work consequences related with job stress such as reduced job involvement, absenteeism, job dissatisfaction, and burnout are comparable to the outcomes of job insecurity (Hu et al., 2018; Simha et al., 2014).

Exposure to job insecurity has been found to be linked to several negative health outcomes, particularly mental health (Scanlan & Still, 2019). One significant outcome of mental health issues associated with job insecurity, which researchers have ignored, is burnout (Berntson et al., 2016). Burnout is a "multidimensional and chronic stress response due to many unsuccessful attempts to cope with various stressful conditions" (Kausto et al., 2017, p. 432). Radburn and Stott (2018) also considered employee burnout as a state of mental, physical, and emotional fatigue resulting from extreme and elongated stress. Burnout causes employees to experience emotional exhaustion, decreased effectiveness, distress, and a negative work-related attitude (Nauman et al., 2019).

The signs and symptoms of burnout can be grouped into three. These are the physical, emotional, and behavioural signs and symptoms (Minnotte & Yucel, 2018). The physical signs of burnout include the feeling of tiredness, frequent headaches, or muscle pain, lowering of immunity and changes in appetite or sleep habits. Emotionally, burnout can cause a sense of failure and self-doubt, increasingly cynical and negative outlook, feeling of loneliness, loss of motivation, feelings of helplessness, and decreased sense of accomplishment and satisfaction (Minnotte & Yucel, 2018). The behavioural signs and symptoms also include displacement of frustrations, procrastinating, lateness, absenteeism, and work withdrawing behaviours. These signs and symptoms are elusive at the beginning, but worsened over time (Nauman et al., 2019).

Different dimensions of burnout have been proposed by different theories. However, the conceptualization proposed by Demerouti et al. (2001) guided the present study. This is because, according to Ming et al. (2020), these dimensions explicitly define what burnout is. Demerouti et al. (2001) distinguished between two core elements of burnout, that is, job disengagement and

emotional exhaustion. According to Metea et al. (2014), the disengagement dimension of burnout is described as an "increased in mental distance from one's job, or feelings of negativism or cynicism related to one's job" (p. 265). Job disengagement refers to employees distancing themselves from the job and developing pessimistic and negative attitudes towards it (Demerouti et al., 2001). Employees who are disengaged are less likely to put in extra effort to accomplish a task. These employees like to absent themselves from work most of the days and they are less likely to recommend the products of their employers (Minnotte & Yucel, 2018). Exhaustion also denotes to the physical feeling of being fatigued and overloaded at work. Exhaustion is as a result of extreme cognitive and emotional strain (Cordes & Dougherty, 2013). Symptoms of exhaustion include being cantankerousness and extreme fatigue. Employees who are exhausted are often tired and have no energy to set goals and stick with them (Bernhard-Oettel et al., 2019).

Exposure to prolonged chronic job insecurity can lead to the wearing out of resources, feeling of exhaustion, and ultimately the draining of energy among the employees. Long-term uncertainties associated to job insecurity have been found to be associated with burnout (Stankeviciute et al., 2021). Job insecurity leads to job stress among employees and employees who are unable to cope with an enduring source of stress experience burnout (Piccoli & De Witte, 2015). Moreover, according to the psychological contract theory, employees are anticipated to exert more effort, skills, and time in exchange to receiving lifetime employment and job security. When the employer is unable to play its part in terms of giving the employees the security they demand from the job, it erodes the trust of reciprocity and it is likely to produce burnout (Öztürk et al., 2017).

According to Halbesleben et al. (2019), there are several organisational factors that moderate the link between job insecurity and burnout. Bosman et al. (2016) indicated that one of the significant factors that moderate the association between job insecurity and burnout, which has not attracted a lot of attention, is stress and conflict related with performing multiple roles. Employees perform multiple roles such as accomplishment of family functions, undertaking job responsibilities, and school duties, among others (Halbesleben et al., 2019). Work-family conflict is when employees must meet incompatible demands related with the work and family roles such that fulfilling demands in one makes it more difficult to fulfil responsibilities in the other role (Bosman et al., 2016). Thus, work-family conflict occurs when experiences at work interfere with family activities or when experiences in the family interfere with work life. Conflict between family and work is related with increased absenteeism, turnover intentions and actual turnover, and poor mental and physical health such as burnout (Berntson et al., 2016; Chen et al., 2018; Piko & Mihalka, 2018). Employees may not be able to have sound mind to perform all the many roles due to the conflict.

Conflict between work and family activities induce higher levels of stress leading to intense feeling of ending it all (Bosman et al., 2016). Since job insecurity is a stressor, the excessive work-family conflict increases the stress emanating from job insecurity, which can worsen the feeling of burnout. This is more likely to escalate the levels of burnout. According to Jiang and Lavaysse (2018), perception of work-family conflict intensifies the nexus between perceived job insecurity and burnout, such that the association intensifies when perception of work-family conflict is higher.

Moreover, different organisational measures and practices serve as the pathways or mechanism through which job insecurity influences burnout (Halbesleben et al., 2014). One of such practices is to ensure procedural justice (Williams, 2013). Procedural justice deals with the transparency and the fairness of the processes in making decisions. It deals with how fair employees see the processes used by the leaders to reach specific decisions (Shin & Shin, 2020). According to De Cuyper et al. (2016), there are four principles of procedural justice. These principles are "being fair in processes, being transparent in actions, providing opportunity for voice, and being impartial in decision making" (De Cuyper et al., 2016, p. 772).

Procedural justice information has been identified to perform two key functions. Firstly, employees focus on organisational characteristics associated to the transparency of procedures in making decisions; that is, employee focuses on those facets of procedures that enable them to evaluate the processes in decision-making (Williams, 2013). One vital reason focused on by organisational justice is the functional value of the information for assessing the outcomes received from the group; information about the processes in decision-making expedites attributions concerning outcomes (Schaufeli, 2015) and thus specifies whether the outcomes are merited (Berntson et al., 2014). The significance associated with this type of information was emphasized by Seefeldt (2012), who indicated that the central focus of fair procedures is the use of objective criteria in decision making. The second function of procedural justice information is to help employees examine the social situation or atmosphere of the group (Seefeldt, 2012). This interpersonal model exemplifies the notion of status recognition. They are represented by the quality of the treatment employees experience as a party to an interaction, argument, dispute and so forth (Halbesleben et al., 2014).

Employees want workplace decisions to be based on a fair, unbiased, and consistent process or procedure (Shin & Shin, 2020). Procedural justice has long been considered to be a significant mediator in the association between stress and mental health (Schaufeli, 2015; Williams, 2013). Employees who perceived higher job insecurity may perceive that the processes in the organisation are not fair (Pignata et al., 2016). Perception of unfairness in the processes can also increase the perception of burnout. Furthermore, Bernhard-Oettel et al. (2019) noted that workers who believe that organisational processes such as restructuring was pursued based on an unfair process may be more insecure, showing an increase in burnout.

To this end, this study aims at assessing how work-family conflict and perceived procedural justice intervene the association between perceived job insecurity and burnout (disengagement and exhaustion) among private security officers.

1.2 Statement of the problem

This study was driven by the rifeness of job insecurity confronting most Ghanaian, especially among private companies, amidst the Covid-19 pandemic era. The escalating crime wave and the insufficiency in capability of the public security has resulted in an increase in the growth of the private security organisations in Ghana (Bosman et al., 2016; Owusu et al., 2016). The private security officers are the curators of wealth such as properties and lives of the people. As custodians of properties and lives, it is imperative that the officers experience high level of job security to be able to render effective services (Annor & Burchell, 2017). However, according to Aybas et al. (2015), the private security services continue to experience high job insecurity. The technological advancement, financial constraints, organisational restructuring,

and changing work practices in this modern world has resulted in changing the mode of operations among security companies causing high level of job insecurity (Hobfoll et al., 2012).

Without a doubt the negative impact of job insecurity among private security personnel is miserably long. The more private security personnel worry about job lost the higher their mental health problems and the more physical health challenges they experience. Studies have reported that more than 35% of private security officers around the world have lost their jobs owing to the COVID 19 pandemic (Minnotte & Yucel, 2018; Shin & Shin, 2020). This has resulted in a lot psychological and physical turmoil on the private security officers. Most organisations are not operational due to the Covid-19. Few of the organisations that are operational are laying-off its workforce (Bernhard-Oettel et al., 2019; Radburn & Stott, 2018). Due to this, the organisations are no more in need of private security officers. Those that are employed are also losing their jobs.

Losing one's job has serious economic consequences on the person, and subsequently employees who face the prospect of job loss may also experience much ambiguity and ordeal about losing these economic privileges and stability (Bernhard-Oettel et al., 2019). Employees who face an uncertain future may not be able to effectively cope with the situation which leads to experiencing a higher level of stress and burnout. Indeed, research indicates that the consequences of job insecurity can have a more detrimental effect than the loss of jobs itself (Jiang & Lavaysse 2018).

The substantial job insecurity among the private security officers has resulted in a lot of emotional and physical turmoil on the security officers (Nart & Batur, 2017). Studies on the association between job insecurity and burnout have emerged mostly in the European countries

due to the enormous attention on job insecurity as a substantial stressor affecting employees in all spheres of work-life (Hu et al., 2018; Öztürk et al., 2017). However, among private security officers, few studies have been conducted on the association between job insecurity and burnout in spite of the negative influence of job insecurity on burnout among private security officers and the role played by private security officers in organisational effectiveness.

Existing studies on the correlation between job insecurity and burnout among employees have adopted a more direct approach (Lambert et al., 2018; Piccoli & De Witte, 2015). What is omitted in these studies is a critical assessment of how work-family conflict and procedural justice affects/influence the nexus between job insecurity and the components of burnout. This has created a lot of vacuums in the quest to reduce job insecurity as a way of improving burnout among security officers since burnout can have different conceptualizations. The study can thus add value by providing more in-depth knowledge in understanding the intervening factors of the nexus between job insecurity and burnout among private security employees in Accra.

1.3 Research Objectives

The purposes of this study have been categorized into two. These are the general and the specific objectives.

1.3.1 General Objective

Generally, the objective of this study is to assess the influence of job insecurity on the component of burnout and how work-family conflict and procedural justice affects/influence the relationship.

1.3.2 Specific Objectives

Specifically, the study is designed to:

- examine the nexus between job insecurity and burnout (disengagement and exhaustion) among the private security officers;
- assess the moderating effect of work-family conflict on the relationship between job insecurity and the components of burnout (disengagement and exhaustion);
- find out the mediating role of procedural justice on the association between job insecurity and the components of burnout (disengagement and exhaustion) among private security officers.

1.4 Significance of the Study

The rationale of this study is to evaluate procedural justice and work-family conflict as explanatory variables in the relationship existing between job insecurity and burnout (disengagement and exhaustion). As specified, job insecurity has harmful effects on the psychological and physical health of private security officers. The adverse effect of job insecurity on the psychological and physical health can also expose most private security officers to other negative life challenges (Ming et al., 2020; Stankeviciute et al., 2021). Researching into job insecurity and the burnout of private security officers is, therefore, exceedingly significant. The significance of this study to management, security companies and academia is very substantial because the outcome of this study will come out with academic, practical, and theoretical relevance.

First of all, in order to reduce burnout among private security officers, it is important to identify factors that predict it and also identify the factors that mediate and moderate the underlying relationship. In this study, one of the main objectives was to find out the nexus between job insecurity and burnout. Therefore, the findings of the study will help management to identify the potential factors that predict burnout. The outcome from the current study will contribute to the understanding and managing the perceived linkage between job insecurity and burnout (disengagement and exhaustion), especially, among private security officers in Ghana.

By assessing job insecurity as a determining factor of burnout, the outcome of this study would help to expedite measures for reducing burnout. The anticipated findings of the study may inform stakeholders on the need to eradicate job insecurity status of private security officers to improve burnout of private security officers and to also ensure effective security among organisations. It would also stimulate concerns and promote a platform for addressing the high level of burnout through the presentation of detailed investigations of the influence of job insecurity on burnout among private security officers.

The outcome will also help in identifying the factors (work-family conflict and procedural justice) that intervene in the correlation between job insecurity and burnout. This may help devise strategies of reducing the adverse effects of job insecurity on burnout by improving work-family conflict and procedural justice among private security officers. This is because if improved levels of work-family conflict and procedural justice are found to reduce or intervene in the negative consequences of job insecurity on burnout, then improving these constructs will help decrease the influence of job insecurity on burnout. Thus, the study may not only enrich our

knowledge of how job insecurity affects burnout but will also identify alternative, more capable, intervention methods for improving the level of burnout among private security officers.

The outcome of the study will also enormously contribute towards the job insecurity-burnout (disengagement and exhaustion) literature by extending our understanding on the explanatory roles of procedural justice and work-family conflict on the underlying relationship between job insecurity and burnout (disengagement and exhaustion). The findings will contribute towards the reduction of the dearth of empirical studies in this area and to give further directives on some of the appropriate areas that need further scrutiny.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the theories and related studies that help to elucidate the linkage between job insecurity and burnout and how procedural justice and work-family conflict interrelates the underlying relationship. The chapter then presents the hypotheses, the definition of the terms used in the study and ends with the conceptual framework.

2.2 Theoretical Framework

Several theories elucidate the nexus between job insecurity and burnout. This study is guided by the Job Demands-Resources (JD-R) model, the Conservation of Resources (COR) theory, and the Psychological Contract Theory. The three theories were selected to give a comprehensive view of the link between the constructs. These theories are discussed as the succeeding sub-sections.

2.2.1 Job Demands-Resources (JD-R) Framework

One of the occupational stress models, which incorporate a wide range of working conditions as predictors of employees' wellbeing is the Job Demands-Resources (JD-R) model demands (Bakker & Demerouti, 2007). The JD-R model indicates that stress is as a response to disproportion between job demands and the resources to cope with those demands (Bakker & Demerouti, 2007). This framework focuses on both the positive and negative indicators and consequences of well-being.

The JD-R framework assumes that all occupations have their own explicit risk features connected with job stress (Bakker & Demerouti, 2007). These aspects have been categorized into job demands and job resources. Job demands are factors which are linked with certain psychological and physiological costs, such as, job insecurity, pressure from work and emotional strains (Stiglbauer & Zuber, 2019). Job resources, on the other hand, helps to achieve work goals, stimulate personal development, and reduce the demands associated with the job demands and psychological and physiological cost (Bakker et al., 2010).

According to the theory, there is always the need to have abundant of resources (Bakker & Demerouti, 2007). When there is an abundance of job and personal resources, it leads to motivational process. Job resources can perform an extrinsic or an intrinsic motivational role. As a motivational process, job resources exert their motivating potential and lead to high work engagement, low rate of distrust, and high performance among employees (Bakker & Demerouti, 2007). Continuous job strain, however, has the potential to impair health of an individual. Thus, chronic job demands deplete the physical and mental resources of employees. Consequently, this might lead to depletion of energy and to causes health challenges (Stiglbauer & Zuber, 2019).

Job resources and job demands interaction is very significant for the increase in motivation and job strain as well (Bakker & Demerouti, 2007). As postulated by the Job Demands-Resources model, job resources may decrease the potential impacts of job demands on job strain, such as emotional exhaustion (Huang et al., 2016). Depending on the specific work context, the explicit job resources may decrease the impact of different job demands. This means that different types of job resources and job demands may interact to predict job strain. According to the JD-R model, there are certain job resources that have the potential of

decreasing the effect of job demands on performance (Bakker & Demerouti, 2007). Some of these job resources include social support and organisational justice. Moreover, there are other factors that have the potential of increasing the impact of job demands on performance. Typical examples of these factors are work stressors (job insecurity) and work-family conflict (Huang et al., 2016). According to Stiglbauer and Zuber (2019), job resources gain their motivational potential mostly when employees are confronted with high job demands. For instance, when confronted with high emotional demands which come from job stressors, the treatment of employees may become more discernible and more influential (Bakker & Demerouti, 2007).

Cavanaugh et al. (1998) also categorised job stressor into hindrance-related and challenge-related stressors due to consequences of stress. Hindrance-related stressors are considered to constrain individual achievement and, thus, hinder employees from achieving their goals (Cavanaugh et al., 1998). Examples of these stressors are job insecurity and workload. On the other hand, challenge stressors require effort but beneficial to the attainment of an employee' growth and personal achievement (Cavanaugh et al., 1998). The JD–R model articulates that both types of stressors are related with physical and mental costs such as emotional exhaustion. That means that both types of job stressors have detrimental impact on the psychophysiological health of employees. According to Stiglbauer and Zuber (2019), job insecurity is a hindrance stressor that predicts cardiovascular illness, fatigue, and emotional exhaustion.

According to the theory, when there is high level of hindrance stressors (job insecurity), employees will experience negative impacts on their psychophysiological health including emotional exhaustion. However, the effects of the hindrance stressor (job insecurity) on the

psychophysiological health of employees will decrease when employees perceive high level of procedural justice.

The JD-R model has been criticized for its open nature, unlike other theories with evident resources, demands, mental state and outcomes, the JD-R model may need other psychology models to explain the primary psychological process that takes place around the determined demands, resources, and outcomes (Schaufeli et al., 2014).

2.2.2 Conservation of Resources (COR) Theory

The COR theory emphasized that there are three instances in which psychological stress can occur; when an individual perceives danger to loss of resources, when there is an actual loss of resources, and when there are no gained resources after the investment of resources. According to this theory, resources are specifically defined as conditions, objects, and states that are valued by the individual. The COR theory postulates that the loss of these resources drives a person to experience certain amount of stress, which can result in burnout.

According to the COR theory, there are two principles that an individual that protect the loss of these resources. The first of these principles is the primacy loss of resource. This principle states that it is more harmful when a person loses resources to gain resources. This means that resources loss will be more detrimental than proportionally gain of the same resources. The second principle is the resource investment (Hobfoll et al., 2012). According to the resource investment, individuals tend to invest resources to protect the loss of these resources, to recuperate from the resource loss, and to increase the resources already at their disposal. From these core principles, the theory made a number of outcomes that can be applicable when there is a change in resource (Burke et al., 2014). Firstly, people with more resources will set up for an

increment in resources. Secondly, lack of resources would consistently result in defensive efforts to preserve the resources left. Lastly, perception resource loss triggers stress reactions such as burnout. In relation to this study, being employed is a form of resources through which financial resources of private security officers are met. Therefore, when the employee perceives job loss, it poses as a threat to resource loss. This will make the employee go through psychological consequences including stress and burnout. This means that, the perception of job loss is seen as perceived loss of resources which invariable leads to burnout. However, for job insecurity to be seen as a threat to resource loss, the job itself must also been seen a form of resource.

2.2.3 Psychological Contract Theory

The theory considers psychological contract as established through a person's organisational and social experiences. According to the psychological contract theory, employees join organisations with predetermined ideas about their obligations and the obligations of their employers in return (Rousseau, 2011). Psychological contracts develop over time as a result of new noticeable information since the employer or the employee can neither elucidate the specifics of what might be an unfixed arrangement of employment (Tomprou et al., 2015). The basis of the psychological contracts is the perceived employer promises from recruiters and others. Post-entry experiences also impact the psychological contract structure. The psychological contract beliefs of employees are therefore determined by numerous sources in the course of employment, such as supervisors, recruiters, and experiences of other co-workers in the organisation (Cheng, 2021).

Wherever the source, central to the psychological contract theory is the perceived mutual requirements between the employer and the employee (Peng & Li, 2021). The mutual obligations in turn determine the attitudes, behaviours, and feelings towards each other. Irrespective of the content type, the psychological contract should consist of three characteristics including mutuality, reciprocity, and alignment (Kiazad et al., 2014). These features are related with positive employee responses and assessment of psychological contract fulfilment. According to Schaufeli (2015), the characteristics can be cultivated by ensuring trust between the employee and the employer, ensuring consistency of pertinent contract signals, and also through open communication.

Psychological contract breach occurs when either the employers or the employees fail to fulfil their responsibilities (example, failing to ensure job security by the employer). Assessments of fulfilment of psychological contract affect various employee behaviours and attitudes beyond its influence on impending responsibilities (Rousseau et al., 2011). Employees who believe that the employer has fulfilled their responsibilities are more probable to view their employment as having an interpersonal focus, making them react positively to opportunities or requests to contribute to the effectiveness of the organisation (Peng & Li, 2021). On the other hand, employees who perceive lack of fulfilment of their psychological contract will typically become increasingly suspicious leading to negative reactions (Tomprou et al., 2015) and mental health. Psychological contract breach is associated with negative health consequences such as burnout.

Numerous organisational and contextual factors affect the perception and reactions to breach of psychological contract perception. Firstly, the negative consequences of the breach tend to be severe in employment arrangements where the interactions are limited,

organisationally fair and supports between employee and the agents of the organisation (as in procedural justice) (Cheng, 2021). Secondly, breaches that engender emotions such as job insecurity are more probable to be noticed and lead to adverse consequences (Nazir et al., 2018; Tomprou et al., 2015).

The theory implies that when employees perceive that they are going to lose their jobs, they have the perception that their psychological contract, which was not spelt out in written form, has been violated. The thought about it will go a long way to affect their health and lead to the feeling of burnout. Employees will perceive high psychological contract violation if they are not treated fairly in terms of the procedures which things are done in the organisation. Therefore, the consequences of the perceived psychological contract (job insecurity) on the health of employers will be more severe in situations where employees perceive that there is lack of procedural justice.

2.3 Review of related studies

Most of the extant studies in this area of study have focused comprehensively on the nexus between job insecurity and burnout (Minnotte & Yucel, 2018). What appears to be missing from is a critical evaluation of the explanatory roles of procedural justice and work-family conflict in the nexus between job insecurity and the various components of burnout. This review of literature is categorized into three. The review entails the nexus between job insecurity and burnout (exhaustion and disengagement), the mediating role of procedural justice in the nexus between job insecurity and burnout (exhaustion and disengagement) and work-family conflict as a mediator in the correlation between job insecurity and the two components of burnout.

2.3.1 Influence of job insecurity on burnout

Several studies have examined the influence of job insecurity on burnout. Most of these studies have tended to measure burnout as a unitary construct. Broadly, these studies suggest that the perception of job insecurity is associated with higher levels of burnout. For instance, based on a sample of 87 employees Tilakdharee et al. (2010) reported a significantly positive association between job insecurity and burnout among teachers. They recommended that to reduce burnout among employees, employees must feel secured in their job positions. Likewise, Oprea and Iliescu (2015), based on 102 employees in a telecommunication company demonstrated that an increased in perception of job insecurity was significantly associated with high levels of burnout. More recent studies by Nart and Batur (2017) and Aybas et al. (2018) based on employees in Turkey have also reported positive associations between job insecurity and burnout. However, Bossman et al. (2016) reported a non-significant relationship between job insecurity and burnout. Bossman et al. (2016) attributed the non-significant relationship between the underlying constructs to the governmental organisations that were used for the study. Public organisations are known for its high job security. Irrespective of how insecure employees might be, other factors can result in high burnout. It is important to note these studies were based on small samples, which makes it difficult to generalize their findings.

Additional evidence on the relationship between job insecurity and burnout can be gleaned from recent meta-analyses conducted by Jiang and Lavaysse (2018) and Aronsson et al. (2017). Jiang and Lavaysse (2018) reviewed of 56 studies indexed in PubMed, PsycINFO, and EMBASE. Out of the 56 studies reviewed, 51 indicated a positive relationship between job insecurity and employee's burnout. Aronsson et al.'s (2017) meta-analysis involved reviewing

published studies on job insecurity, stress and burnout in Europe, New Zealand, Australia, and North America. All the studies reviewed were conducted in the Western countries. The study reviewed 25 studies that met the quality criteria and the predefined relevance. The results showed that the linkage between job insecurity and burnout, in most studies, was not significant. It can be inferred from the study that all of them were conducted outside Ghana. This affects the cultural relevance of the finding of the study.

The results of the direct positive linkage between job insecurity and burnout seem to have answered one of the researches aims in this present study. However, there are still research aims that need to verify. For example, can the findings obtained from governmental workers and other employees be generalized to private security officers? Besides, none of the studies thus far reviewed considered the various components of burnout. Some studies in the burnout literature have indicated that job insecurity affects different component of burnout differently. However, few of such studies have assessed the influence of job insecurity on the various components of burnout.

Some studies on the link between job insecurity and burnout measured burnout as a multidimensional construct, with most of these studies adopting Maslach's (1982) three components of burnout. For example, a study by Shropshire and Kadlec (2012) investigated the linkage between stress, job insecurity, and burnout among IT workers based on Maslach's (1982) typology of burnout. The findings indicated that all the determinants of burnout and its components were confirmed. Job insecurity constructs accounted for 27.4% of the variance in explaining the components of burnout. Burnout accounted for exhaustion more than the other components. It was concluded that job insecurity significantly increase burnout among

employees. Another study by Westman et al. (2011) examined the impact of job insecurity on the elements of burnout among manufacturing employees. The survey assessed the influence of job insecurity among the three elements burnout, namely, exhaustion, detachment and disparagement to the job, and a feeling of lack of accomplishment and ineffectiveness. The results supported the direct association between job insecurity and burnout among the manufacturing employees. Job insecurity was related to all the three elements of burnout. The total variance accounted for exhaustion, detachment and disparagement to the job, and a feeling of lack of accomplishment and ineffectiveness were 19.2%, 22.4% and 14.7% respectively.

Some studies, however, utilized Demerouti et al. (2001) concept of burnout by distinguishing burnout into two elements, namely, exhaustion and disengagement. Piccoli and De Witte (2015) examined the influence job insecurity on burnout and found that job insecurity was correlated with burnout. Specifically, job insecurity positively predicted emotional exhaustion and job disengagement. Another study by Adekiya (2015) likewise assessed the impact of job insecurity on the two constituents of burnout, job disengagement and exhaustion. The findings indicated a significant positive correlation between job insecurity and burnout. Job insecurity predicted higher amount of emotional exhaustion more than job disengagement and was positively related to emotional exhaustion and job disengagement of employees. Focusing on the disengagement component of burnout, Scanlan and Still (2019) reported a positive association between job insecurity and job disengagement after controlling for gender, age, and work experience.

Other studies have focused on the influence of job insecurity on only one component of burnout, mostly emotional exhaustion. For instance, a study by Öztürk et al. (2017) reported a significant

linkage between job insecurity and emotional exhaustion. It was noted that job insecurity accounts for 21.6% of emotional exhaustion. Similarly, Zhang et al. (2020) assessed the influence of job insecurity on emotional exhaustion among nurses in China. However, after controlling for organisational justice and demographic characteristics, job insecurity had no relationship with emotional exhaustion. The researchers attributed the finding to the fact that nurses give credence to organisational justice more than job insecurity. As such, job insecurity is not predominant among public sector employees. Yu et al. (2020) reported a similar finding in a study that focused on the disengagement dimension of burnout. Using a descriptive approach, Yu et al. (2020) found no significant linkage between job insecurity and work engagement.

2.3.2 Work-family conflict moderating the linkage between job insecurity and burnout

Moderating variables decrease or increase the association between the independent variables and the dependent variables (Jiang & Lavaysse, 2018). Thus, moderating variables provide boundary conditions for the relationship between two variables. Different researchers across the world have assessed work-family conflict as a moderator in the relationship between job insecurity and burnout as a single construct. Wang et al. (2012) assessed the relationship between job insecurity and burnout among health care workers in China. The study also assessed work-family conflict as a moderator in the underlying relationship. The Maslach Burnout Inventory (MBI), Work and Family Conflict scale, and the Job Insecurity Measure were used in data collection. Data was analysed using hierarchical linear regression analysis to discover the moderating role of work-family conflict. The findings indicated a significant positive relationship between job insecurity and burnout. The two types of family and work conflict

significantly correlated with perceived job insecurity and employee burnout. Moreover, the association between job insecurity and burnout was moderated by both work and family conflict. The association was high when employees perceived higher work and family conflict. The participants were all in the government sector so there is the need to subject the outcome using private security officers.

Another study was conducted by Chen et al. (2018) to investigate whether the linkage between job insecurity and burnout was moderated by work and family conflict in China. WFC Scale, Chinese Maslach Burnout Inventory (CMBI), and Job Insecurity Questionnaire (JIQ) were adopted for the study. The results revealed that job insecurity was significantly related with burnout. The correlation between job insecurity and burnout was moderated by work-family conflict. Similarly, Guangdong et al. (2018) assessed the association between job insecurity and burnout among employee in Cyprus. The correlational study also examined the moderating mechanism of work-family conflict in the projected association between job insecurity and burnout. The analysis reviewed that the relationship existing between all the variables were significant. The association between job insecurity and burnout such was moderated by work-family conflict, such that, that the relationship was high when an employee had higher levels of work-family conflict. Though the study by Guangdong et al. (2018) cannot be questioned, like the study by Chen et al. (2018), it adopted the correlational design which is makes it problematic to infer causation.

The study by Minnotte and Yucel (2018), however, failed to support a significant moderation role of work-family conflict in the linkage between job insecurity and burnout. Minnotte and Yucel (2018) examined the linkage between job insecurity and burnout among

employees in Australia. The study also evaluated work-family conflict as a moderator in the association between job insecurity and burnout. The results indicated that job insecurity was positively correlated with burnout. However, there was no moderating effect of work-family conflict in the correlation between job insecurity and burnout among the respondents. The response rate was too low which pose as a challenge in drawing conclusion.

Studies have also indicated a significant association between work-family conflict, job insecurity and the components of burnout (emotional exhaustion and disengagement). Mutambudzi et al. (2017) conducted a study which assessed the association between job insecurity and work-family conflict among workers in the mental health sector. The results indicated that job insecurity was significantly associated with work-family conflict by explaining 21.5% of work-family conflict. Similarly, Minnotte and Yucel (2018) conducted a study that assessed the nexus between job insecurity and work-family conflict among employees in Uganda. The study also set out to determine the amount of change accounted by job insecurity in work-family conflict. Results revealed that 32.6% of the participants were experiencing job insecurity. The nexus between job insecurity and the two components of work-family conflict was positive and significant. Job insecurity predicted 22.9% of family-work conflict and 23.1% of work-family conflict.

To the best of the researcher's knowledge, no study has assessed work-family conflict as a moderator in the association between job insecurity and job disengagement. However, few studies have assessed work-family conflict as a significant moderator in the linkage between job insecurity and exhaustion. Chandra et al. (2020) conducted a study assessing the moderating role of work-family conflict in the association between job insecurity and emotional exhaustion in

Ireland. Finding showed that work-family conflict moderated the positive association between job insecurity and emotional exhaustion. Higher job insecurity was related with higher exhaustion when employees encountered higher work-family conflict. The study utilized only females for the study; thus, the findings may not be applicable to males. Metea et al. (2014) carried out a similar study that examined the effect of work-family conflict in the link between job insecurity and exhaustion among accounting professionals in Şanli Urfa. Results indicated that there was a negative association between all the underlying variables. Work-family conflict moderated the significant association between job insecurity and emotional exhaustion.

Shin and Shin (2020) evaluated the impact of work-family conflict in the nexus between job insecurity and exhaustion among employees in Korea. The meta-analysis was adopted where studies published in PubMed and PsycINFO were reviewed. The study reviewed 9 articles. All the research reviewed were cross-sectional. Out of the 9 cross-sectional studies reviewed, 8 of them showed a significantly positively correlation between all the variables. From the review, work and family conflict moderated the nexus between job insecurity and emotional exhaustion.

The study was by Piko and Mihalka (2018), however, indicated that work-family conflict does not moderate the linkage between job insecurity and exhaustion components of burnout among educators. The results indicated that work-family conflict was not associated with exhaustion. No significant moderating effect of work-family conflict was found in the association between job insecurity and emotional exhaustion.

From the review, it is very imperative that the limitations in the scope of the findings obtained by these researchers are addressed with further research that cover private security

officers and the factors serving as moderators in the linkage between job insecurity and the two components of burnout.

2.3.3 Procedural justice mediating the link between job insecurity and burnout components

Mediating variables elucidates the correlation between the predictive variable (job insecurity) and the criterion variable (components of burnout). In this study, procedural justice was considered as the mediator that classifies the presumed link between job insecurity and the components of burnout. For mediation effect to exist, there must be an association between the mediator, the predictor, and the criterion.

Existing studies have found a significant relationship among the procedural justice (mediator), job insecurity (predictor) and the components of burnout (criterion) indicating that some mediation effect may exist. A significant relationship has been found between job insecurity and procedural justice. In a study assessing the influence of job insecurity on procedural justice, Lee et al. (2017) found that job insecurity had a significant negative relationship with perception of procedural justice. The perception of procedural justice of employees with high job insecurity was significantly lower than those with low job insecurity. This study adopted correlational design, which does not give room for inferring causation.

A similar result was reported in a cross-sectional study by Rath (2011), which indicated that job insecurity significantly relates to procedural justice among employees in a government-owned organisation. Results of the study showed that there was a direct positive relationship between job insecurity and procedural justice. The higher employees perceived their position to be insecure, the lower their perception of procedural justice. Rodhiya and Parahyanti (2017) also

conducted a descriptive study that was aimed at assessing the impact of job insecurity on procedural justice in Russia. The researchers hypothesized that a higher perception of job insecurity will be related with lower perception of procedural justice. Employees who experienced job insecurity perceived unfair procedural justice.

Studies have also assessed the linkage between perceived procedural justice and the components of burnout. A study by Bernhard-Oettel et al. (2019) assessed the nexus between demographic characteristics of respondents, perception of procedural justice and the two components of burnout. The population of the study was employees working at telecommunications in New Zealand who were going through downsizing. The procedural components of Organisational Justice Scale were used to measure procedural justice and the Demerouti Burnout Scale to measure the two components of burnout. The findings of the study indicated that procedural justice was negatively association with the components of burnout. Procedural justice accounted for higher variance in explaining exhaustion components of burnout more than disengagement component of burnout. Similarly, Simha et al. (2014) conducted a study examining the impact of procedural justice on emotional exhaustion among employees in Taiwan. Using self-report data from 149, the researchers found a significant negative relationship between procedural justice and emotional exhaustion.

Bohle and Alonso (2017) conducted a meta-analysis on studies that examined effect of procedural justice on specific dimensions of burnout among employees Twenty-two (22) research articles were reviewed, 18 of which were cross-sectional whilst the remaining four adopted the longitudinal survey. With the 18 cross-sectional surveys, 16 showed negative correlations between procedural justice and emotional exhaustion whilst 13 indicated a

significantly negative association between procedural justice and job disengagement. All the longitudinal analyses, except one, showed that procedural justice was negatively association with emotional exhaustion and disengagement. In general, the researchers indicated that procedural justice was significantly correlated with emotional exhaustion and job disengagement. Though the findings cannot be challenged, the meta-analytical approach adopted is associated with publication bias.

Studies have also measured procedural justice as a mediator in the association between job insecurity and burnout as a unitary construct. For example, a study by Tepper (2001) assessed the mediating effect of the association between job insecurity and burnout among bankers in Johannesburg. The accidental sampling was used to select 215 respondents for the study. The results indicated that there was a significantly positive nexus between job insecurity and burnout. Procedural justice mediated the nexus between job insecurity and burnout. The findings validate procedural justice as a mediator in the link between job insecurity and burnout. However, bankers were used as the participants for the study. Perception of job insecurity and burnout significantly differs from bankers and private security officers. Consequently, the study utilized private security officers to gather evidence if the findings are application to them.

Few of these studies have considered procedural justice as a mediator in the nexus between job insecurity and one of the components of burnout. Loi et al. (2012) conducted a study aimed at assessing the direct association between job insecurity and job disengagement among teachers in Canada. The explaining role of procedural justice in the link between job insecurity and disengagement was also evaluated. The study recruited 264 teachers who completed standardized questionnaires assessing procedural justice, job insecurity and burnout. Drawing

upon the research on occupational health and justice perception theory, it was conjectured that procedural justice will mediate the linkage between job insecurity and disengagement. The findings revealed that there was a positive association between job insecurity and disengagement. The link between job insecurity and job disengagement was found to be mediated by procedural justice. The study adopted teachers who conditions of service and working environment are different from private security officers. Therefore, their findings cannot be generalized to private security officers.

Pignata et al. (2016) also examined the impact of job insecurity and emotional exhaustion in the university settings. The study also evaluated procedural justice as the mediator in the link between the underlying variables among private universities. Nine hundred and forty-five (945) employees from 13 universities took part in the study. By the end of the period, only two hundred and sixteen (216) participants were left. The responses to the questionnaires were provided every four months for five consecutive years. The average score of the participants over the five years were computed. The results indicated that participants reported high job insecurity and emotional exhaustion. Job insecurity was found to be significantly correlated with emotional exhaustion. Additionally, the underlying relationship was found to be mediated by procedural justice. The attrition rate of the longitudinal study reduced the sample size which might have affected the outcome. This makes it prudent to use other methods, such as cross-sectional, in conducting the study.

Another study by Xie et al. (2008) established the mediating role of procedural justice in the association between job insecurity and emotional exhaustion among educationist in China. Three hundred and sixty participants were targeted for the study. Out of the targeted respondents,

136 respondents representing 37.8% took part in the study. The study adopted the survey using questionnaires for data collection. The direct association between job insecurity and exhaustion was verified using Pearson correlation. The researchers indicated a direct nexus between job insecurity and employee burnout was significant. Job insecurity accounted for 31.4% of the variance in explaining burnout among employees. The regression analysis was used in analysing the data. The result of the mediation analysis was found to be significant. This means that procedural justice mediated the association between job insecurity and burnout. The nexus between job insecurity and burnout was high when respondents reported lower levels of procedural justice.

Assessing the studies, none of them was done in Ghana. None of them also considered private security officers. Thus, it is essential that the limitations in the findings of the extant studies are subjected to further scrutiny using private security officers who seem to have been left out.

2.4 Statement of Hypotheses

From the literature reviewed and the objectives of the study, the beneath predictions and structural model of the hypotheses can be proposed.

1. Job insecurity will be positively and significantly related to disengagement.
2. The relationship between job insecurity and disengagement will be moderated by work-family conflict.
3. There will be a significantly positive relationship between job insecurity and exhaustion.
4. Work-family conflict will moderate the relationship between job insecurity and exhaustion

5. The relationship between job insecurity and disengagement will be mediated by procedural justice
6. Procedural justice will mediate the relationship between job insecurity and exhaustion

2.5 Hypothetical model

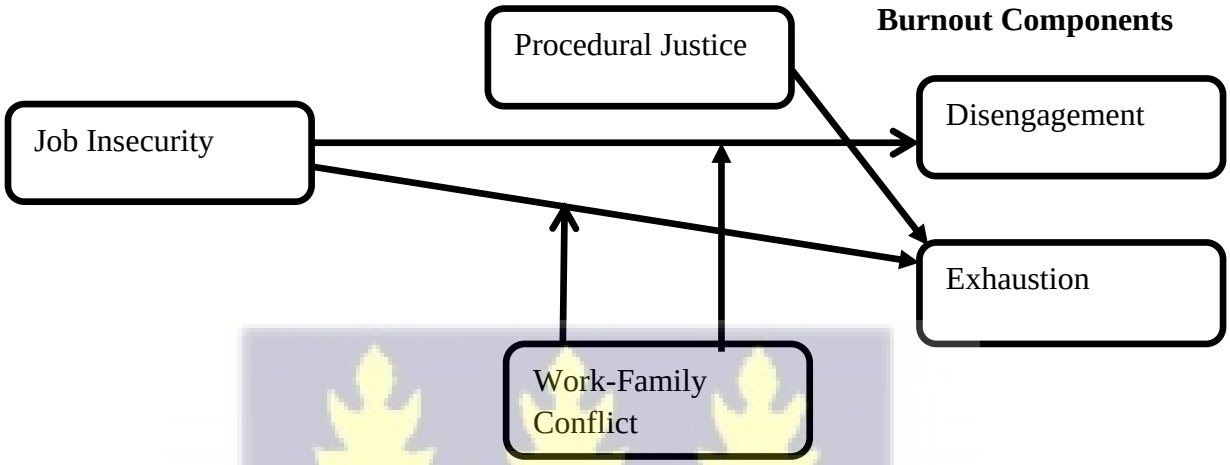

Fig 1: Hypothesised model describing the association between the underlying variables

The proposed hypothesised model specifies that job insecurity is related with the two constituents of burnout, that is, disengagement and exhaustion. The relationship between these underlying constructs is expected to be moderated by work-family conflict and mediated by procedural justice.

2.6 Definition of Key Variables

In this study, the following keywords are defined for clarity of how they are used in the study:

Job Insecurity: it measured by the uncertainty linked with one's job or the perceived threat of losing one's job as specified with the Job Insecurity Scale.

Burnout: it is specified and measured by a state of emotional, psychological, mental and physical tiredness or weakness due to extreme and prolonged stress.

Disengagement: It donates a feeling of cynicism or negativism associated to the job or a mental distancing from one's job.

Emotional exhaustion: It is the physical feeling of extreme affective and cognitive strain due to fatigued and overtaxed at work.

Work-family conflict: it refers to incompatibility between role pressures from the work and family domains.

Procedural justice: it denotes to the fairness and the transparency in processes by which decisions are made.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

The chapter presents the method followed in examining the linkage between the variables in the study. The chapter highlights the overview of the approach and design adopted in the research. It also outlines the population, samples and sampling techniques, instruments used in data collection, and the procedure used in data collection. The chapter concludes with a summary of ethical consideration and the statistical analysis used in testing the hypotheses.

3.2 Research Approach and Design

As indicated earlier, the objective of this study was to examine the explanatory roles of procedural justice and work-family relationship in the linkage between job insecurity and the components of burnout in mind, the quantitative approach was utilized in the study. The quantitative approach is essentially used in collecting numerical data to clarify a specific phenomenon or answer a particular research question (Mahembe, 2013). In this study, numerical data regarding job insecurity, procedural justice, work-family conflict, and the components of burnout was collected from private security officers to answer the research question, making quantitative method desirable.

A cross-sectional survey design was adopted in the study. Survey designs are appropriate for descriptive, explanatory, and exploratory research. The unit of analysis in survey research is the individual (Mahembe, 2013). The survey design was appropriate since the individual is the unit of analysis and the study utilized the descriptive method. In survey designs, respondents

answer some predetermined questions (Mahembe, 2013). The cross-sectional, sorting respondents' behaviours and opinions by using questionnaires were utilized. The cross-sectional survey design is an observational design often used to examine the essential features in a population at a point in time. This method is used to collect data to draw inferences from the sample to the interested population at a specific time. This allows researchers to fittingly assess a wide range of data from the research population using standardized questionnaires. The cross-sectional design was utilized because it is less expensive and relatively faster to use. This is also effective in collecting data from a number of respondents at a time (Mahembe, 2013).

3.3 Target Population

Private security personnel in greater Accra served as the population of the study. Private security officers provide additional fortification of people and their numerous intricate and related socio-economic and physical needs from harm, in addition to the public security institutions. Only the registered private security companies in Accra were used for the study. Presently, there are 38 private security companies in the Greater Accra registered with the Private Security Organisations of Ghana (APSOG) with a population of more than 500 officers. The private security companies were used because they provide essential roles in the effectiveness of the security company. They receive their salary directly from the Private Security Organisations. This means that they able to perceive injustice in their salary. Moreover, their job responsibilities require them to work on the average number of days and may be called to duty even when they are supposed to be off duty, these do not give them room to be with their family. This makes them susceptible to work-family conflict.

3.4 Sample Size

A good sample must be representative of the population. Moreover, it must have good sample size to permit statistical analysis. The primary function of the research sample is to be able to infer the results to the population. To avoid wasteful research findings due to undersized sample, two hundred respondents were targeted based on Tabachnick and Fidell's (1996) method for sample size calculation which is given as: $N > 50+8m$, where m depicts the number of hypotheses analysed. As stated above, the six hypotheses analysed paved way for a sample size of over 90 participants in the study Therefore, 200 respondents of different age range, gender, educational attainment, marital status, region and working experience were targeted to respond to the questionnaires.

3.5 Sampling Technique

The selection of 200 respondents and 20 registered security companies was done using convenient sampling method. The convenient sampling is the most frequently used non-probability sampling (Mahembe, 2013). In this sampling technique, volunteers were requested from the private security officers. The convenience sampling method was utilized because only private security officers who were available at the time of data collection and were willing to respond to the questionnaires were selected. This flexibility and easiness in carrying out in the selection with few rules governing the selection process made the sample technique appropriate.

3.5.1 Response rate

Table 3.1 shows the response rate of the distributed questionnaires. Response rate gives the total correct responses obtained from the participants. Among the retrieved questionnaires, those that

were discarded for various reasons during the process of data cleaning and those that were not completed were specified.

Table 3.1: ***Response rate***

Respondents	**Total**	**Percentage (%)**
Final responses rate	184	92.0%
Non-response	11	5.5%
Discarded	5	2.5%
Total distributed questionnaires	200	100%

From the total response shown in Table 3.1, 200 questionnaires were distributed to the respondents. Eleven questionnaires were not returned while five of the returned questionnaires were discarded because they were incomplete. Consequently, data from 184 completed questionnaires were used for analysis in the study, which represents a response rate of 92.0%. According to Babbie (2013), a response rate above 70% is very good for a study. This means that the 92.0% response rate obtained in this study was very good for analysis.

3.5.2 Respondents

Table 3.2: ***Socio-demographic characteristics of the respondents (n=184)***

Variable	Frequency	Percent
Gender		
• Females	45	24.5
• Males	139	75.5
Age		
• At most 20 years	21	11.4
• 21 – 30 years	61	33.2
• 31 – 40 years	55	29.9
• 41 – 50 years	30	16.3
• Above 50 years	17	9.2
Religion		
• Christian	127	69.0
• Islamic	57	31.0
Educational Attainment		
• No Education	23	12.5
• Primary	43	23.4
• JHS	34	18.5
• Senior High School	54	29.3
• Tertiary	30	16.3
Marital Status		
• Single	100	54.3
• Marriage	84	45.7
Years of Working Experience		
• Short Tenure (10 years or less)	88	47.8
• Long Tenure (11 years or more)	96	52.2

Table 3.2 presents the socio-demographic characteristics of the respondents. Inferring from Table 3.2, there were more male respondents (75.5%) than females (24.5%), which reflects the male-dominated nature of the security professions in Ghana. Most of the respondents were also Christians (69%). Moreover, 21(11.4%) were at most 20 years, 61(33.2%) of the respondents were within the ages of 21 – 30 years, 55(29.9%) respondents were between ages 31

– 40 years, and 30(16.3%) of the respondents were from 41 – 50 years. Only 17(9.2%) were above 50 years. The educational attainment of the respondents ranged from no education to tertiary with majority of the respondents (29.3%) having a senior high school certificate. Also, most the respondents (54.3%) were single and 52.2% had worked for more than 10 years as security.

3.6 Measures

Standardized questionnaires were the primary instrument used in collecting data. The questionnaires used in collecting data were categorized into five sections: A to E. Section A asked the respondents to provide some information about themselves. Section B collected information on the predictive variable (job insecurity). The moderating variable which is the work-family conflict was measured in Section C, whilst the mediating variable which is the procedural justice was measured in Section D. The last section of the questionnaire (Section E) measured the dependent variables, which entail the two components of burnout (job disengagement and emotional exhaustion). The questionnaires used in assessing the various constructs are delineated beneath:

3.6.1 Section A: Socio-Demographic Factors

Information concerning the socio-demographic characteristics of the respondents were provided in this section. Pertinent socio-demographic features including age, gender, educational level, number of years working as a security, and position were demanded from the respondents.

3.6.2 Section B: Job Insecurity Scale

The Job Insecurity Scale (JIS) (De Witte, 2000) was used to measure job insecurity. The JII was primarily developed to assess the insecurity associated to one's employment status. The scale consists of 13 items measure on a 5-point scale, which ranges from 1 (strongly disagree) to 5 (strongly agree). It measured job insecurity in terms of cognitive and affective components. Sample items relating to the cognitive and the affective components are "I think that I will be able to continue working here" and "I am worried about keeping my job" respectively. The scale has a Cronbach's alpha value of 0.92 (De Witte, 2000), with both the cognitive and affective subscale having high alpha values. In this study, the 15-item inventory was measured as a unitary construct. Scores ranging from 13 – 65 was awarded, with higher scores representing higher feeling of perceived job insecurity.

3.6.3 Section C: Work and Family Conflict Scale (WFCS)

The Work and Family Conflict Scale (WAFCS) developed by Haslam et al. (2015) was used in measuring work and family conflict. The WAFCS "measures the experience of work-family conflict among workers" (Haslam et al., 2015). The scale is made up of 10 items. There are 5-items each measuring work-to-family conflict (WFC) and family-to-work conflict (FWC). Sample of items measuring work-to-family conflict is "the demands of my work interfere with my home and family life" and sample item measuring family-to-work is "the demands of my family or spouse/partner interfere with work-related activities". Shukri et al. (2017) reported a Cronbach's alpha values of .89 for FWC and .91 for WFC. Responses are based on a 5-five (5)

point response options ranging from 1 (strongly disagree) to 5 (strongly disagree). The scale was measured as a unitary construct with scores ranging from 10 - 50

3.6.4 Section D: Procedural Justice

The procedural justice sub-scale of the Justice Perceptions Scale (JPS; Colquitt, 2001) was used to measure perceived procedural justice. The JPS is a 15-item questionnaire that measures the three components of organisational justice, which includes distributive justice, interactional justice, and procedural justice. Only the procedural justice component, which assesses the fairness of the methods and procedures for everyone, was used. Sample items are "I am able to express my views during those procedures" and "I can influence the decisions arrived at by those procedures." The procedural justice sub-scale consists of seven (7) items, which are summed to obtain the composite score of each respondent. Cronbach's alpha of the scale was reported to be .92 (Colquitt, 2001). The responses are based on a 5-point response options ranging from disagree strongly (1) to strongly agree (5). Scores ranging from 7 – 35 are awarded.

3.6.5 Section E: Burnout

The last part of the questionnaires measured the components of burnout using Oldenburg Burnout Inventory (OLBI; Demerouti, 1999). The OLBI is a 16-item scale that measures two dimensions of burnout. These two dimensions are disengagement and exhaustion. The components of the emotional exhaustion assess the feelings of despair and physical fatigue of respondents whereas, the disengagement sub-scale measures the extent to which employees feel estranged from the job. Commander et al. (2020) reported Cronbach's alpha estimates of .93 and

.85 for the disengagement and emotional exhaustion sub-scales respectively. Respondents were required to respond with a four-point response options, where 1 represents “strongly agree” and 4 respondents “strongly disagree”. Scores ranging from 8 – 32 are awarded for each subscale. Higher scores indicate higher levels of burnout.

3.7 Procedure

The process of collecting data followed two stages. The first stage was the pilot testing of the various constructs, and the second stage consists of the data collection procedure for the main study. The two stages for data collection are presented beneath:

3.7.1 Pilot Study

Before the actual data collection for the study, the questionnaires were piloted using public security officers. Twenty (20) public security officers were selected from the Ghana Police Service who shares comparable features with that of the private security officers. They were public security service so did not take part in the study that involved private personnel. The pilot testing was conducted two weeks prior to the commencement of the main collection of data. The pilot study was done to examine the validity and reliability of the scale, make appropriate changes to the questionnaires and to test the feasibility of the research method. Cronbach’s alpha coefficient was calculated for all the constructs and indicated Alpha Coefficient which ranged from .78 to .94. The Alpha value of the Job Insecurity Scale (JIS) was .94. Work and Family Conflict Scale (WAFCS) had an alpha coefficient of .78. The Justice Perceptions Scale (JPS) indicated a Cronbach’s alpha .85 and the Oldenburg Burnout Inventory (OLBI) showed an Alpha

value of .91. The two dimensions of the burnout (job disengagement and emotional exhaustion) also indicated Cronbach's alpha coefficients of .83 and .86 respectively.

Some slight modifications were made in the questionnaires used in collecting data. The modifications encompassed paraphrasing some of the items, simplifying the items that were vague, and reducing the response options from 7 to 5. The alpha values of the scale found in the pilot testing are represented in Table 3.3.

Table 3.3: Cronbach alpha coefficients of scales in the pilot study

Scale	Number of Items	Reliability
Job Insecurity	13	.78
Job Disengagement	8	.83
Emotional Exhaustion	8	.86
Work and Family Conflict	10	.94
Procedural Justice	7	.85

3.7.2 Data Collection Procedure for Main Study

Ethics clearance was sought from the Departmental Research and Ethics Committee in the Department of Psychology (reference number: DREC/012/20-21) prior to commencement of data collection. Approval was then sought from the security companies with an introductory letter from the Psychology Department, University of Ghana, and a draft of the research proposal. Approximately six weeks was used in collecting the data.

In the process of collecting data, the respondents were contacted at the various workplaces. Volunteers were asked to participate in the study by responding to the questionnaires. The questionnaires were disseminated to respondents who agreed to participate in the study. Without

the researchers' influence, the respondents were shown how to complete the questionnaires. Once officers in one private security companies completed the questionnaires, the researcher moved to other private security company until all the data were collected. It took each respondent approximately 20 minutes in completing the scales. Whilst most of the private security officers completed their questionnaires and presented them to the researcher, others also took the questionnaires home. After completing the questionnaires, the responses were quantified and imputed into the Statistical Package for Social Sciences (SPSS) for analysis.

3.8 Ethical Considerations

For the sake of ethical issues, the researcher educated the respondents on the purpose and rationale of the study, the reason why the information was gathered, and how the study indirectly and directly affected them. Respondents were assured of anonymity and confidentiality. With the exception of three employees, all the respondents who were contacted agreed to take part in the study. The researcher provided the respondents with the questionnaire individually at the respective place of work to ensure confidentiality. They were also informed of their capability to withdraw whenever they developed unanticipated problems during the study.

3.9 Data Analysis

The version 22 of the Statistical Package for Social Sciences (SPSS) was used in analysing the collected data. The analyses of data followed two main stages. Firstly, the variables in the study were described the reliability of the variables were also determined. Secondly, the descriptive analyses were followed with inferential statistics testing the various predictions stated. The steps used for analyses are delineated in succeeding sub-sections.

3.9.1 Descriptive statistics

The computation of the descriptive analysis was done once data have been coded and missing values verified. The multiple imputation method was used in dealing with the missing data. In this technique, no value is deleted to avoid reducing the sample size (Tan et al., 2021). The multiple imputation was done by replacing the missing values with the computed means from missing cases (Vach & Blettner, 1991). The frequencies, means, and standard deviation were the descriptive statistics computed once the missing data has been dealt with.

3.9.2 Hypotheses testing

Hypotheses were tested using inferential statistics. Inferential statistics were computed to draw conclusions from the sample statistic to the population parameter. The inferential statistics was used in analysing the stated hypotheses. The Pearson correlation and a series of hierarchical regression were specific inferential statistics techniques used. These techniques used for testing the hypotheses are delineated below.

3.9.3 The Pearson correlation

To establish the relationship between the underlying variables, the Pearson correlation was used. The Pearson correlation measures the direction and the strength of direct relationships between pairs of continuous variables. However, it does not indicate the amount of variance accounted for the dependent variable, neither can it determine the underlying cause-and-effect relationship (Mahembe, 2013). Therefore, correlations between job insecurity, work and family conflict, procedural justice, and burnout (job disengagement and mental exhaustion) were established.

3.9.4 Testing for the moderator

The third and fourth hypotheses were tested using the mediating model Baron and Kenny (1986). As stipulated by Baron and Kenny (1986), "a common framework for illustrating moderating effect from both correlational and experimental perspective is possible using a three causal path analysis" (p. 12). The three causal steps are: establishing the relationship between the predictor and the criterion by putting into the model the independent variable (components of burnout; job disengagement and emotional exhaustion) as against the dependent variables (job insecurity) to give path a; establish the impact of the moderator (work-family conflict) on the dependent variable (components of burnout; job disengagement and emotional exhaustion) to produce path b; and find the interaction of the two steps (job insecurity and work-family conflict) on the dependent variable (components of burnout; job disengagement and emotional exhaustion) to produce path c. The interaction term was first centred to cater for multicollinearity. Centring was done by subtracting the means from the interaction term. A moderating effect exists if the impact of the interaction term (path c) is significant.

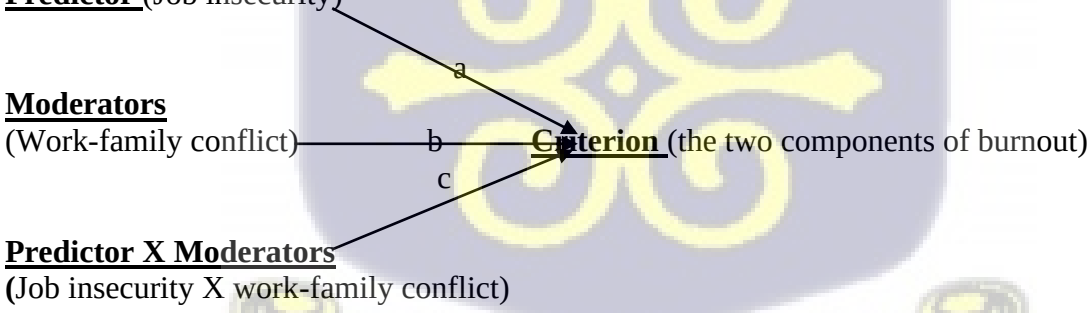

Figure 2.1: The path analysis the moderating effect (Baron & Kenney, 1986)

3.9.5 Testing for mediation: The four steps regression model

The fifth and sixth hypotheses were analysed using the mediating model. Baron and Kenny (1986) proposed the four (4) steps regression model to analysed whether a full mediation or partial mediation exist. Firstly, to test a mediating relationship, there must be a relationship between all the three constructs. The relationship between the three constructs formed the first three steps. It is only when the correlations between these variables are significant that the effect of the mediator can be examined. Based on this, the correlation between job insecurity, work and family conflict, procedural justice, and burnout (job disengagement and mental exhaustion) were established to form the first three steps of the model.

The step 4 which form the mediating model involved using the independent variable (job insecurity) and the mediator (procedural justice) to predict the dependent variable (job disengagement and mental exhaustion). As indicated by Baron and Kenny (1986), when the independent variable (job insecurity) does not significantly predict the dependent variable (job disengagement and mental exhaustion) after the two variables (independent and mediator) are introduced into model, then there is a full mediation. However, when the step 4 is conducted, and the independent variable (job insecurity) still predicts the dependent variable (job disengagement and mental exhaustion) then there is a partial mediation.

The four (4) steps regression model for examining the mediating analyses are presented as follows:

Step 1: Direct regression of the independent variable (job insecurity) predicting the dependent variable (job disengagement and mental exhaustion) to produce path a.

Step 2: Simple regression of the independent variable (job insecurity) predicting the mediator (procedural justice) predicting path b.

Step 3: Simple regression of the mediator (procedural justice) predicting the dependent variable (job disengagement and mental exhaustion) to produce path c.

Step 4: Multiple regression analysis of the independent variable (job insecurity) and the mediator (procedural justice) to predict the dependent variable (job disengagement and mental exhaustion (path a and c)

This is representing in the diagram below.

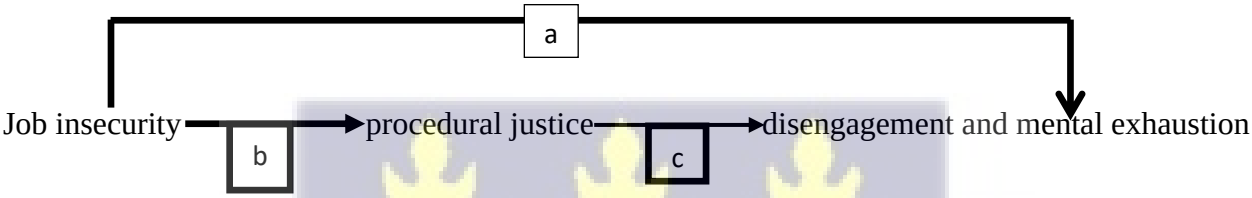

Figure 2.2: Path diagram showing the mediating role in the relationship

When a partial mediation is established, the Sobel test (Preacher & Hayes, 2004) is used to examine whether it is significant. The Sobel test uses values from the simple regression models. These values include the regression coefficient for the relationship between the independent variable and the mediating variable to produce 'a" and "sa" = "standard error of a". The regression coefficient for the correlation between the mediator and the criterion to produce "b" and "sb" = "standard error of b".

The path diagram of the four values required for conducting the Sobel test of the mediation analysis is represented beneath:

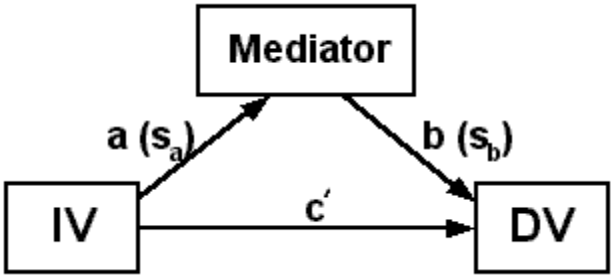

Figure 2.3: Path diagram of the Sobel test showing the mediating analysis

The steps below represent how the Sobel test is conducted:

Step 1: Simple regression of the predictor (job insecurity) envisaging the mediator (procedural justice) to produce the '*a'* and 's_a.'

Step 2: The multiple regression of predictor (job insecurity) and the mediator (procedural justice) envisaging the criterion (job disengagement and mental exhaustion) to produce the '*b'* and 's_b.'

Step 3: Feed into the Sobel software the coefficients of *a*, *b*, s_a, and s_b attained in the first two steps to produce the critical value. The critical value shows whether the relationship between the independent variable and the dependent variable through the mediator is significantly.

CHAPTER FOUR

RESULTS

4.1 Introduction

This study assessed the impact of job insecurity on the component of burnout and how work-family conflict and procedural justice affects/influence the relationship among private security officers in Accra. This chapter presents the results of the analyses based on the data collected from the private security officers in Accra who served as participants for the study. The version 22 of the SPSS was used in analysing the data. The results of the study are divided into descriptive statistics and hypotheses testing.

4.2 Preliminary analysis

4.2.1 Missing values

Missing data is one of the common occurrences when dealing with self-reporting questionnaires. When analysing data, it is prudent to rectify missing values to ensure that all cases of data are retained in the analyses. In addressing the problem of missing data, the multiple imputation approach, which exists in numerous commonly used statistical programmes was used. The multiple imputation approach aims at creating several imputed sets of data and combining results attained from each of them appropriately (Carpenter & Kenward, 2008). This technique ensured that the sample size obtained remained an essential part of the analyses since it did not delete any missing values. Moreover, to prevent the creation of a discrete imputed data set, the required preliminary analysis and CFA were carried with the imputation method. The data set obtained consisted of 1.47% of missing values. The imputation approach replaced missing values

with the values derived from means of scores of that construct. This guaranteed all 184 of the final data set were utilized in the analysis.

4.2.2 Reliability Analysis

Item analysis was performed in this study using the inter-item correlation statistics and the Cronbach alpha values. According to Mahembe (2013), if an item does not correlate significantly with the total-item, that item is omitted to significantly increase the reliability of the scale. Table 4.1 is the results of the reliability analysis.

Table 4.1: *Reliability of the measures*

Variable	Number of Items	Reliability	Item Deleted	Reliability if Item is Deleted
Job Insecurity	13	.59	Item no. 6	.85
Procedural Justice	7	.88	None	.88
Work-Family Conflict	10	.87	None	.97
Disengagement	8	.75	None	.75
Exhaustion	8	.71	Item no. 2	.75

From the Table 4.1, Job Insecurity Inventory (JII) (13-items) showed a Cronbach's alpha of .59. From the analysis, except for item 6, each item correlated significantly with the total score. The Cronbach's alpha would increase from $\alpha = .59$ to $\alpha = .85$ by deletion item 6. Item 6 was therefore omitted from further analyses.

The Oldenburg Burnout Inventory (OLBI) (16-items) is made of two components: job disengagement and emotional exhaustion. The emotional exhaustion showed an internal

coefficient reliability of α = .71. From the analysis, except for item 2, each item correlated significantly with the total score. By deletion item 2, the Cronbach's alpha increased from α = .71 to α = .75. Therefore, the item 2 was omitted from subsequent analyses. All the items of the job disengagement correlated significantly with the total scale. This means none of the items of the job disengagement was omitted. The job disengagement components produced an alpha value of .75.

Each item of the Work-Family Conflict Scale (10-items) and the Justice Perceptions Scale (7-items) correlated significantly with its respective total scores. All the items were maintained for the Work-Family Conflict Scale and the Justice Perceptions Scale. The Cronbach's alpha of the Work-Family Conflict Scale was .97 and Justice Perceptions Scale was .88. This means that the thresholds of all the constructs are above .70 and therefore fitting for analysis using parametric test.

4.2.3 Descriptive analysis

Table 4.2 shows the descriptions of the variables of the study in terms of the minimum score, maximum score, mean, standard deviation, skewness and kurtosis of the constructs. The total scores of the variables were obtained by adding the number of items on each scale for the 184 respondents. It must be noted that disengagement and exhaustion were the two core dimensions of burnout considered in this study.

Table 4.2: ***Descriptive statistics of the study variables (N = 184)***

	Min Score	Max Score	Mean	Std. Dev	Skewness	Kurtosis
Job Insecurity	19.00	36.00	27.94	4.29	-.08	-.57
Procedural Justice	7.00	31.00	16.58	7.01	.23	-.48
Work-Family Conflict	17.00	49.00	36.21	7.49	-.36	-.68
Disengagement	18.00	35.00	23.65	5.77	-.36	-.01
Exhaustion	23.00	39.00	29.34	4.13	-.60	-.56

From Table 4.2, the scores of job insecurity ranged from 19.00 to 36.00 (*M* = 27.94, *SD* = 4.29). The total scores of procedural justice ranged from 7.00 to 31.00 (*M* = 16.58, *SD* = 7.01) and that of work-family conflict ranged from 17.00 to 49.00 (*M* = 36.21, *SD* = 7.49). The total scores of the disengagement dimension of burnout ranged from 18.00 to 35.00 (*M* = 23.65, *SD* = 5.77) and that of the exhaustion element of burnout ranged from 23.00 to 39.00 (*M* = 29.34, *SD* = 4.13).

The normality of the data was conducted by using skewness and kurtosis. A data is normal and therefore can be analysed using parametric test if the value of the skewness and kurtosis range from -2 and +2 (Mahembe, 2013). From Table 4.2, the values of the skewness and kurtosis for all the constructs ranged between +2 and -2. This indicates that the variables were normally distributed and could be analysed using parametric test.

4.3 Pearson correlation showing the relationship between the underlying constructs

The descriptive statistics was followed with assessing the relationships between the variables. The relationship between the variables was assessed using Pearson correlation. Table 4.3 shows the correlation matrix between the variables in the study:

Table 4.3: ***Correlation matrix showing the relationship between underlying variables***

		1	2	3	4	5	6	7	8	9	10	11
1	Gender	-										
2.	Age	-.08	-									
3.	Religion	.03	.13	-								
4.	Education	.04	.04	.02	-							
5.	Marital Status	-.15*	.02	.21**	.06	-						
6.	Tenure	.05	.00	-.09	-.04	-.04	-	.				
7.	Insecurity	.26**	-.19*	-.06	-.03	.01	.21**	-				
8.	Justice	-.15*	.19**	.01	.12	.01	-.09	-.74**	-			
9.	WFC	.22**	-.12	-.04	-.06	-.12	.24**	.69**	-.63*	-		
10.	Disengagement	.19**	-.23*	-.09	.01	.05	.06	.51**	-.48*	.33**	-	
11.	Exhaustion	.19**	-.26*	-.06	-.07	-.03	.06	.65**	-.66*	.55**	.48**	-

Notes: **p* < .05, ***p* < .01 Gender (male = 0; female = 1); WFC=work family conflict

The correlation coefficient between the essential variables was assessed using the Pearson correlation coefficient. From the results of the Pearson correlation reported in Table 4.3, the correlations between all the main variables (job insecurity, organisational justice, work-family conflict, job disengagement and emotional exhaustion) were significant. Job insecurity had a significant negative relationship with procedural justice (r = -.74) but positive relationship with work-family conflict (r = .69), disengagement (r = .51) and exhaustion (r = .65). Procedural justice also had negative relationship with work-family conflict (r = -.63), disengagement (r = -.48) and exhaustion (r = .66). Moreover, work-family conflict also had positive relationship with

disengagement (r = .33) and exhaustion (r = .55). There was also a positive relationship between disengagement and exhaustion (r = .48).

None of the demographic variable had a significant relationship with the main variables except age and gender. Gender was significantly correlated with job disengagement (r = .19) and emotional exhaustion (r = .23). Age also had significantly negative relationship with job disengagement (r = .19) and emotional exhaustion (r = .26). Therefore, age and gender were controlled in the moderation analysis since they could influence the outcome of the study.

4.4 Hypotheses testing

Hypothesis one: "Job insecurity will be positively and significantly related to disengagement

Hypothesis one: "The relationship between job insecurity and disengagement will be moderated by work-family conflict**".**

These predictions were analysed using the hierarchical regression involving three steps. In analysing the data, the demographic characteristics (gender and age) were entered in the first step. Job insecurity (predictor) was entered in the second step, work-family conflict (moderator) was entered in the third step and the interaction of job insecurity and work-family family in the fourth step. The interaction term was centred by subtracting the term by the means of the independent and the moderating variable. The dependent variable was job disengagement. The results are presented in Table 4.4.

Table 4.4: Hierarchical regression showing the moderating role of work-family conflict in the link between job insecurity and job disengagement

Steps		*B*	Std. Error	*β*	R^2	ΔR^2	*F*	*p*
Step 1								
	Gender	.738	.745	.072				.323
	Age	-.876	.273	-.232				.002
					.062	.062	5.944	.003
Step 2								
	Gender	-.580	.670	-.056				.388
	Age	-.548	.242	-.145				.025
	Job Insecurity	.280	.036	.509	.295	.233	24.942	.000
Step 3								
	Gender	-.559	.672	-.054				.407
	Age	-.545	.242	-.144				.026
	Job Insecurity	.299	.049	.542				.000
	Work-Family Conflict	-.021	.039	-.048	.296	.001	18.707	.586
Step 4								
	Gender	-.556	.667	-.054				.406
	Age	-.527	.240	-.140				.029
	Job Insecurity	.236	.058	.427				.000
	Work-Family Conflict	.063	.058	.140				.276
	Insecurity X W-F Conflict	-.496	.249	-.184	.311	.015	16.010	.058

Assessing Step 1 of the model indicated in Table 4.4, the demographic characteristics (gender, and age) significantly explained 6.2% ($\Delta R^2 = .062$, $p < .01$) of the variance in job disengagement. When job insecurity was added to the model in Step 2, it significantly accounted for 23.3% of the variance in explaining job disengagement ($\beta = .233$, $p < .01$). This supported the first hypothesis, which stated that job insecurity would be positively and significantly related to

disengagement. This implies that the perception of job insecurity leads to an increase in job disengagement among private security personnel.

The third step however indicates that work-family conflict did not account for significant increase in explaining job disengagement (ΔR^2 = .001, β = -.048, p = .586). From the fourth step, the interaction between job insecurity and work-family conflict in predicting job disengagement was not significant (ΔR^2 = .015, β = -.184, p = .058). This means that work-family conflict did not influence the relationship between job insecurity and job disengagement. Thus, work-family conflict was not a significant moderator in the relationship between job insecurity and job disengagement. Therefore, Hypothesis two was not supported.

Hypothesis Three: "There will be a significantly positive relationship between job insecurity and emotional exhaustion".

Hypothesis four: "Work-family conflict will moderate the relationship between job insecurity and exhaustion**".**

To test these hypotheses, the hierarchical regression analysis involving three steps was conducted. The outcome variable (emotional exhaustion) was regressed on job insecurity at step 1, followed by work-family conflict at Step 2, and the interaction term between job insecurity and work-family conflict at Step 3. The results of the analyses are presented in Table 4.5.

Table 4.5: Hierarchical regression showing the moderating effect of work-family conflict in the link between job insecurity and emotional exhaustion

Steps		*B*	Std. Error	*β*	R^2	ΔR^2	*F*	*p*
Step 1								
	Gender	2.011	.845	.169				.018
	Age	-1.090	.310	-.250				.001
					.098	.098	9.825	.000
Step 2								
	Gender	.117	.679	.010				.864
	Age	-.619	.245	-.142				.012
	Job Insecurity	.403	.037	.632	.458	.360	50.404	.000
Step 3								
	Gender	.022	.670	.002				.974
	Age	-.633	.241	-.145				.010
	Job Insecurity	.319	.049	.501				.000
	Work-Family Conflict	.099	.039	.191	.477	.019	40.538	.000
Step 4								
	Gender	.027	.652	.002				.967
	Age	-.605	.235	-.139				.011
	Job Insecurity	.216	.057	.339				.000
	Work-Family Conflict	.237	.056	.457				.000
	Insecurity X W-F Conflict	-.811	.243	-.261	.508	.031	36.486	.001

From Table 4.5, demographic characterises significantly accounted for 9.8% of perceived variance in emotional exhaustion. When job insecurity was added to the model in Step 3, it contributed an amount of 36% of the variance in emotional exhaustion ($\beta = .360$, $p < .01$). This means that the third hypothesis which stated that there will be a significantly positive relationship between job insecurity and emotional exhaustion was supported. This finding

implies that the perception of high job insecurity was associated with high emotional exhaustion among security officers.

Step 3 of the model also shows that work-family conflict accounted for a significant variance in explaining emotional exhaustion (ΔR^2 = .019, β = .183, p < .05). In the final step of the model, the interaction term between job insecurity and work-family conflict in explaining emotional exhaustion was positive and significant (ΔR^2 = .031, β = -.261, p < .01). Thus, work-family conflict significantly moderated the link between job insecurity and emotional exhaustion. The moderation effect is shown on the graph in Figure 4.1.

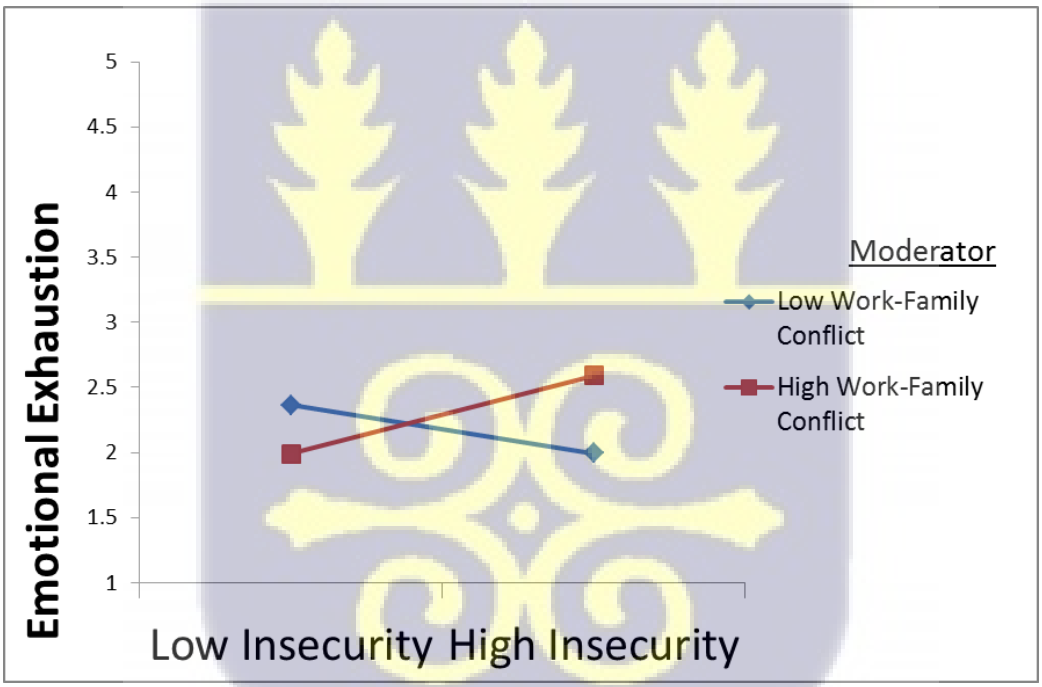

Figure 1: Graph showing moderating effect of work-family conflict on the relationship between job insecurity and emotional exhaustion.

Figure 1 shows that work-family conflict influences the association between job insecurity and emotional exhaustion, such that, the influence of job insecurity on emotional exhaustion increases when an employee's experienced higher levels of work-family conflict. Thus work-family conflict strengthens the negative relationship between Insecurity and Burnout. This supported the purported fourth hypothesis.

Hypothesis five: "The relationship between job insecurity and disengagement will be mediated by procedural justice"**.**

This hypothesis was analysed using hierarchical multiple regression. Results are presented in Table 4.6.

Table 4.6: Regression analysis of procedural justice on job insecurity - disengagement relationship

	Criterion	B	Std. Error	β	R^2	F	p
Step 1							
Job Insecurity	Procedural Justice	-1.006	.095	-.741	.550	222.015	.000
Step 2							
Proc. Justice	Disengagement	-.344	.055	-.478	.229	53.911	.000
Step 3							
Job insecurity	Disengagement	.812	.079	.513	.264	65.116	.000
Step 4							
Job insecurity	Disengagement	.752	.101	.353			.000
Proc. Justice	Disengagement	-.160	.162	-.216			.022
					.285	36.005	.000

From Table 4.6, the first three steps indicated that all the variables are associated with each other. Job insecurity predicted procedural justice (β = -.741, p < .01) in Step 1 and disengagement (β = .513, p < .01) in Step 3. In step 2, procedural justice significantly predicted job disengagement (β = -.478, p < .01). This satisfies the assumptions for testing mediation analysis.

Assessing Step 4 of the model, job insecurity still significantly predicted disengagement when presented with procedural justice (β = .353, p < .01). The mediator (procedural justice) also significantly predicted disengagement when presented with the predictor (job insecurity) (β = -.216, p < .05). This means that there was a partial mediation effect.

The Sobel test was used in examining whether the partial mediation was significant, using these parameters (a = -.741, s_a = .034, b = -.478, s_b = .052). The Sobel test indicates that the partial mediation was significant (Z = 8.46, p < .01). This shows that there is a partial impact of procedural justice in the nexus between job Insecurity and disengagement. That is, the influence of job insecurity on job disengagement decreased when private security officers perceived higher procedural justice. This supports the purported fifth hypothesis.

Hypothesis six: "Procedural justice will mediate the relationship between job insecurity and exhaustion"**.**

This prediction was also analyse using hierarchical multiple regression. The results are presented in Table 4.7.

Table 4.7: Mediation analysis of procedural justice in the link between job insecurity and emotional exhaustion

	Criterion	B	Std. Error	β	R^2	F	p
Step 1							
Job Insecurity	Procedural Justice	-.249	.040	-.741	.550	222.015	.000
Step 2							
Proc. Justice	Emotional exhaustion	-.613	.051	-.662	.439	142.278	.000
Step 3							
Job insecurity	Emotional exhaustion	.533	.059	.659	.434	139.806	.000
Step 4							
Job insecurity	Exhaustion	.456	.075	.373			.000
Proc. Justice	Exhaustion	-.177	.146	-.386			.000
					.501	91.037	.000

From Table 4.7, steps 1, 2, and 3 indicate that there was a significant relationship between all the variables. Job insecurity significantly predicted procedural justice (β = -.741, p < .01) (Step 1) and emotional exhaustion (β = .659, p < .01) (Step 3). Procedural justice also accounted for a significantly variance in explaining emotional exhaustion (β = -.662, p < .01). This meets the assumption for conducting the mediation analysis.

Inferring from Step 4 of Table 4.7, the amount of variance predicted by job insecurity in explaining emotional exhaustion (β = .373, p < .01) was still significant when presented with procedural justice. Moreover, the mediating variable (procedural justice) was also significant when presented with the predictor (job insecurity) (β = -.386, p < .05). This also means that there was a partial mediation effect. To find out if the partial mediation effect was significant, the Sobel test was conducted.

The Sobel test was conducted using these parameters (a = -.741, s_a = .034, b = -.662, s_b = .051). From the results of the Sobel test, the partial mediation effect was found to be significant

(Z = 11.15, $p < .01$). This shows that there was a partial mediating role of procedural justice in the link between job insecurity and emotional exhaustion. Thus, the effect of job insecurity on emotional exhaustion decreased when private security officers perceived higher procedural justice. This sixth prediction which stated that procedural justice will mediate the relationship between job insecurity and exhaustion components of burnout was therefore supported.

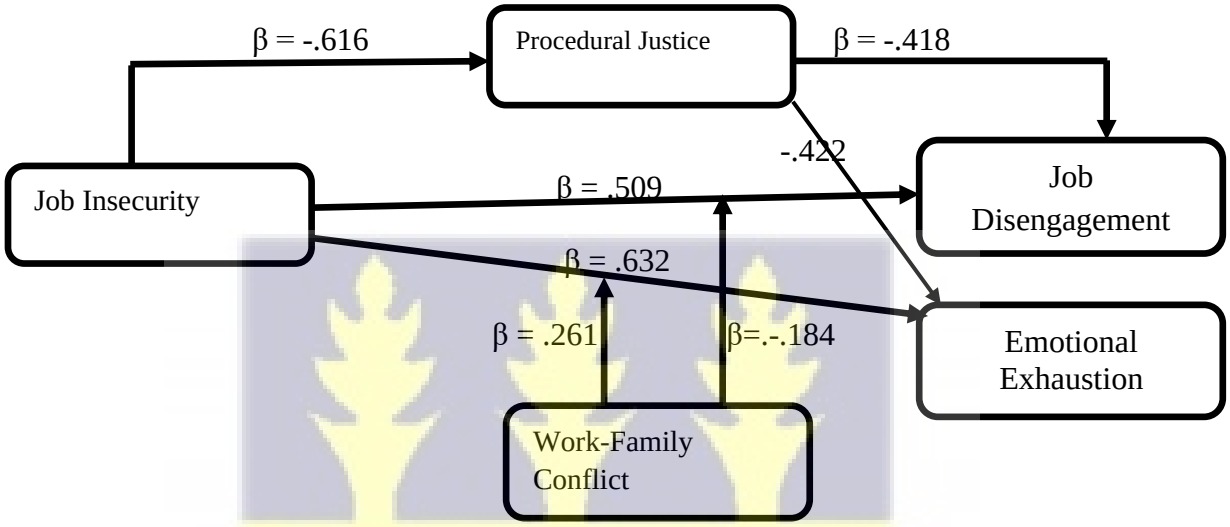

Figure 5: summary of relationships between study variables

4.5 Summary of research findings

In summary, the results of the study indicated that:

1. Job insecurity positively and significantly related to disengagement.
2. The relationship between job insecurity and disengagement was not moderated by work-family conflict
3. There was a significantly positive relationship between job insecurity and emotional exhaustion
4. Work-family conflict moderated the relationship between job insecurity and exhaustion

5. The relationship between job insecurity and disengagement was mediated by procedural justice
6. Procedural justice mediated the relationship between job insecurity and exhaustion

CHAPTER FIVE

DISCUSSION, IMPLICATIONS AND CONCLUSION

5.1 Introduction

This study was conducted to examine the roles of procedural justice and work-family conflict in the relationship between job insecurity and burnout. One hundred and eighty-four (n = 184) employees working in private security organisations in the Greater Accra region of Ghana availed themselves as the respondents for the study. Results of the study indicated that job insecurity was positively related to the disengagement and exhaustion dimensions of burnout. Work-family conflict moderated the relationship of job insecurity with exhaustion but not disengagement. The relationship between job insecurity and the components of burnout (job disengagement and emotional exhaustion) was mediated by procedural justice. This chapter discusses the findings of the study presented in Chapter Four. The chapter then explains the limitations and recommendations for future studies. The implications for practical and theoretical intervention are also suggested in this chapter.

5.1.1 Relationship between job insecurity and the components of burnout

The study sought to examine whether job insecurity influences employee burnout. Two dimensions of burnout (disengagement and exhaustion) were assessed. Findings from the study indicated a significant positive relationship between job insecurity and disengagement among private security officers. This suggests that high levels of job insecurity were associated with high levels of disengagement. This result agrees with several studies examining the relationship between job insecurity and disengagement aspect of burnout among employees which has found

there is a significant and positive association between job insecurity and disengagement components of burnout (Tilakdharee et al., 2010; Westman et al., 2011). The finding also corroborates with the study by Shropshire and Kadlec (2012), which revealed a significantly positive association between job insecurity and job disengagement. Shropshire and Kadlec (2012) stated that, job insecurity is a significant personal stressor which can prevent employees from engaging in the work. However, the positive relationship existing between job insecurity and disengagement contradicts a study by Yu et al. (2020), which found no significant relationship existed between job insecurity and job disengagement.

The positive relationship between job insecurity and job disengagement can be explicated with the Conservation of Resources (COR) proposed by Hobfoll (1989). According to the theory, there are three instances in which psychological stress can occur; when an individual perceives danger to loss of resources, when there is an actual loss of resources, and when there are no gained resources after the investment of resources. Loss of resources drives employees to experience certain amount of stress, which can result in burnout. In line with the theory, being employed is a form of resources through which financial resources of private security personnel are met. When an employee perceives job loss, it poses as a threat to resource loss. This makes the employee go through psychological consequences including job disengagement. This means the perception of job loss is seen as perceived loss of resources which invariable leads to disengagement of the job. Moreover, when employees engage perceive job insecurity, they engage in withdrawal behaviours to prevent further resource loss.

The relationship between job insecurity and job disengagement can be due to detachment reaction of diverting the energy needed in job engagement being spent on dealing with the

stressor that comes from the insecurity associated with the job. Instead of been engaged in the work, the employee would devote their time in dealing with the job insecurity. Employees may avoid putting in the needed effort to the job if they feel that they would be laid off soon. This means that, detaching from the job in anticipation for impending job loss would contribute to higher disengagement among private security officers (Piccoli,2019).

The study's findings also revealed that job insecurity had a positive significant relationship with emotional exhaustion. This finding corroborates studies that have indicated a significantly positive relationship between job insecurity and emotional exhaustion (Piccoli & De Witte, 2015; Zhang et al., 2020). The finding also agrees with the study by Adekiya (2015), which examined the correlation between job insecurity and emotional exhaustion. Result indicated a significantly positive association between job insecurity and emotional exhaustion. Job insecurity accounted for 17.5% of the variance in emotional exhaustion. Job insecurity creates unnecessary tension which leads to mental health challenges such as stress, depression, and anxiety. Mental health problems such as stress, depression and anxiety have also been associated with emotional exhaustion among employees. This means that the feeling of job insecurity among employees will elicit higher feelings of psychological and mental health challenges such as burnout.

Job insecurity leads to emotional exhaustion, which serves as a form of challenge in achieving organisational goals. According to challenge-hindrance model, work-stressors can be categorized as a challenge and a hindrance (Lepine et al., 2005). Hindrance stressors are the impediments connected with the demands of the job that prevent employees from reaching their goal. Challenge stressors, on the other hand, hinder the opportunities for effective functioning of

the employees (Wallace et al., 2009). With perceived job insecurity leading to emotional exhaustion (challenge stressor), it hinders employees from functioning effectively in the organisation. A cross-sectional study by Öztürk et al. (2017) indicated that higher emotional exhaustion prevents employees from engaging in productive behaviours.

In line with, the psychological contract theory, an **e**mployee joins an organisation with preconceived ideas about their responsibilities and the obligations of their employers in return. Though these obligations are not laid down, they influence a person's judgment of events in the organisation. If an employee thinks that the employer has fulfilled their past obligations, they will probably see their employment as possessing a relational focus. This makes them likely to react more positively by contributing to organisational effectiveness. If employees perceive employers have not fulfilled their psychological contract, it leads to psychological consequences on them. One of the psychological consequences of perceived job loss is emotional exhaustion. This means that perceived job loss leads to psychological consequences on employees such as emotional exhaustion.

5.1.2 Intervening the relationship between job insecurity and the components of burnout

Examining the direct relationship between job insecurity and the components of burnout has become typical in the stress literature. There was the need to delve deeper into examining the factors that influence the fundamental relationship between job insecurity and the components of burnout. Therefore, the study assessed procedural justice and work-family conflict as the factors clarifying the projected relationship existing between job insecurity and components of burnout.

The study further assessed work-family conflict as a moderator of the link between job insecurity and the components of burnout (disengagement and emotional exhaustion). It was, therefore, predicted in the second and fourth hypotheses that the association between job insecurity and the components of burnout (disengagement and emotional exhaustion) will be moderated by work-family conflict. The study also revealed that work-family conflict moderates the association between job insecurity and emotional exhaustion. In line with the findings of this study, an extant body of studies has confirmed the moderation effect of work-family conflict in the linkage between job insecurity and emotional exhaustion (Metea et al., 2014; Shin & Shin, 2020). The finding is in line with Chandra et al. (2020) study, which discovered work-family conflict to significantly moderate the association between job insecurity and emotional exhaustion among employees. The finding also settles with the study by Metea et al. (2014) which revealed work-family conflict as a significant moderator of the relationship between job insecurity and emotional exhaustion.

The finding implies that the relationship between job insecurity and emotional exhaustion can be increased if employees experienced higher levels of work-family conflict. As indicated by some researchers (Metea et al., 2014; Shin & Shin, 2020), work-family conflict can result in stress among employees. Stress has also been found to positively relate with emotional exhaustion. Therefore, when job insecurity is affecting emotional exhaustion, the relationship can be influenced by more stressors emanating from work-family conflict.

However, work-family conflict failed to moderate the presumed association between job insecurity and job disengagement components of burnout. The non-significant moderating effect of work-family conflict on the relationship between job insecurity and job disengagement

contradicts numerous studies that have assessed work-family conflict as a moderating role of job insecurity and burnout. It contradicts the study conducted by Wang et al. (2012) on the moderating role of job stress in the association between job stress and burnout. Findings of the study indicated that work-family conflict moderates the significant relationship between job stress and burnout. It must be emphasized that Wang et al. (2012) considered burnout as a unitary construct without considering the various components. Moreover, the study by Wang et al. (2012) was conducted among banking sector employees whilst the present study was conducted among private security officers. This could account for the contradiction in findings. The finding, however, corroborates with studies that have assessed the moderating role of work-family conflict in the association between job insecurity and burnout (Guangdong et al., 2018). It also agrees with the study by Minnotte and Yucel (2018), which found an insignificant moderating effect of work-family conflict in the linkage between job stress and burnout.

The non-significant moderating effect of work-family conflict in the relationship between job insecurity and job disengagement may be explained by the high rate of unemployment in the Ghanaian setting. Most private security officers have conceived in their mind that irrespective of what goes on in the work, they will not allow their issues with the family to disengage them. As indicated by Piko and Mihalka (2018), most people are glued to the job due the high unemployment rate. It will be difficult to get reemployment if one loses his job due to work-family conflict.

It was also predicted in the fifth and sixth hypotheses that procedural justice will mediate the association between job insecurity and the components of burnout (disengagement and emotional exhaustion). In line with the prediction, procedural justice partially mediated the

linkage existing between job insecurity and the components of burnout (disengagement and emotional exhaustion). The partial mediation of procedural justice in the relationship between job insecurity and disengagement means that procedural justice explains the relationship between job insecurity and job disengagement. In line with a study among employees, high procedural justice is regarded as a significant moderator of the negative sequels of job insecurity on job disengagement (Rodhiya & Parahyanti, 2017). The finding also supports a cross-sectional study by Loi et al. (2012) among teachers in Canada, which indicated that procedural justice significantly mediates the negative relationship between job insecurity and work engagement.

Moreover, the result of the study also indicated that procedural justice mediates the relationship between job insecurity and emotional exhaustion. This means that procedural justice facilitates the direct association between job insecurity and emotional exhaustion. In other words, when employees perceive higher procedural justice, it reduces the effect of job insecurity on emotional exhaustion. This finding is in line with existing studies that examined the linkage between job insecurity and emotional exhaustion (Pignata et al., 2016; Tepper, 2001), which indicated procedural justice as a significant mediator in the association between job insecurity and emotional exhaustion. This finding is also consistent with the study by Xie et al. (2008) which found the relationship between job insecurity and emotional exhaustion to be mediated by procedural justice. As explained by Xie et al. (2008), when employees perceive higher procedural justice, it reduces the negative association between job insecurity and emotional exhaustion.

According to the JD-R framework, every occupation has their own explicit risk features connected with job stress (Bakker & Demerouti, 2007). These aspects have been categorized into

job demands and job resources. Job demands are factors which are linked with certain psychological and physiological costs. Job resources helps to achieve work goals, stimulate personal development, and reduce the demands associated with the job demands and psychological and physiological cost. There is always the need to have abundant of resources (Bakker & Demerouti, 2007). Cavanaugh et al. (1998) also categorised job stressor into hindrance-related and challenge-related stressors due to consequences of stress. Hindrance-related stressors are considered to constrain individual achievement and, thus, hinder employees from achieving their goals (Cavanaugh et al., 1998). The JD–R model articulates that both types of stressors are associated with physical and mental costs such as emotional exhaustion. According to the JD-R model, there are certain job resources that have the potential of decreasing the effect of job demands on performance (Bakker & Demerouti, 2007). A typical example of these resources includes organisational justice. This means that when there is high level of hindrance stressors (job insecurity), employees will experience negative impacts on their psychophysiological health including emotional exhaustion.

There are few propositions that explained the reasons why procedural justice mediated the association between job insecurity and the components of burnout (job disengagement and emotional exhaustion). One of such reasons is that procedural justice can serve as a protecting factor against the perception of job insecurity. With a high level of procedural justice, there is the possibility that employees would not anticipate job insecurity. A study by Nart and Batur (2017) revealed that employees perceived higher job insecurity when procedural justice does not exist.

Additionally, the mediating role of procedural justice in the relationship between job insecurity and the components of burnout (job disengagement and emotional exhaustion) can be

explained by the outcome favourable model of procedural justice. The outcome favourability model suggests that procedural justice is associated with positive outcomes that make employees perceive that everything in the organisation is in order. According to the model, when employees perceived higher levels of procedural justice, their perception of stress decrease. The perception of procedural justice makes employees to perceive job security even when it does not exist. The perception of procedural justice does not make employees perceived the negative impact of job insecurity.

Moreover, the mediating role of procedural justice in the relationship between job insecurity and the components of burnout is due to the fact that procedural justice explains the relationship that job insecurity has with the components of burnout. In the quest to reduce the burnout among private security officers, leaders must understand the detrimental effects of job insecurity. One of the ways in which leaders can reduce the perception of job insecurity is by ensuring procedural justice.

5.2 Limitations

There are some limitations that must be mentioned in the applications of the findings. The first limitation is connected to the design of the study. Due to the correlational nature of the study, causal inferences cannot be made from the findings of the study.

Another limitation of this study has to do with common method bias. All the variables were self-reported by the private security personnel which could have have created the problem of common method bias (Spector, 1994). This is because some of the items in the scales may be sensitive. It is, therefore, possible that the respondents underestimated the components of burnout (Shin & Shin, 2020). Nevertheless, there is nothing to suggest that this bias would have

affected the outcome of the study differentially. While the components of burnout may have been underreported, there is no suggestion that the respondents would have answered the questionnaire differently. Nevertheless, it would be beneficial to utilize longitudinal survey.

Moreover, the respondents were all private security officers and as such the findings cannot be generalized to all the population in Ghana since the levels of job insecurity, work-family conflict, procedural justice, and burnout among employees differ between different workers

5.3 Recommendations for future research

Future research regarding the intervening role of procedural justice and work-family conflict in the linkage between job insecurity and the components of burnout should employ the use of longitudinal design. This design establishes temporal order of relationship between the variables which is an important aspect of establishing causation. Future researchers could involve multi-group comparisons involving employees in other parts of Ghana. For example, private security could be compared with public security personal across different regions of Ghana with the intention of increasing generalization of the findings.

Future studies should include the interaction of demographic variables in understanding the association between job insecurity and the components of burnout to help move this literature further. Interventions aimed at reducing burnout among employees must target employees with higher levels of job insecurity and put mechanisms in place to reduce work-family conflict and ensure procedural justice.

5.4 Implications for Practice

The current study reported a significant and positive relationship between job insecurity and the components of burnout (job disengagement and emotional exhaustion) among private security officers. This means that higher levels of job insecurity were associated with lower perceptions of procedural justice; thus, employees who feared losing their jobs were more likely to perceive organisational procedures as unfair. This perception of unfairness acts as a source of stress, which is associated with burnout. Therefore, private security organisations need to reassure employees that their services are needed, specifically in times of financial adversity. Management should value the employment status of the workers. This will help employees to understand the mutual desire to work together. Moreover, organisations should setup a motivational scheme for employees who demonstrate high levels of commitment to empower employer and assure employees of job security. Employers and leaders of the private security organisations are to ensure higher levels of job security with the aim of promoting job engagement and reducing emotional exhaustion.

The study also indicated procedural justice serves as a significant mediator in the association between job insecurity and the components of burnout (job disengagement and emotional exhaustion). These findings imply that the procedural justice serves as the link through which job insecurity affects the components of burnout (job disengagement and emotional exhaustion). Therefore, to break procedural justice as a linkage between job insecurity and the components of burnout, management of private security officers should be fair in the processes of allocating resources and also resolving disputes. Consequently, private security officers must

be given the opportunities to voice their grievances, management must be fair in the processes, there should be transparency in actions and impartial in decision making.

Lastly, work-family conflict was found to moderate the association between job insecurity and emotional exhaustion component of burnout. This also means that the link between job insecurity and emotional exhaustion can be decrease if mechanisms that aim at reducing work-family conflict are implemented. Therefore, employees should keep their work and family life separate from each other. There is the need for employees to apportion their time between their work and their family appropriately. They should ensure that there is no infringement on family or work time**.** This can help to reduce the conflict between work and family life and minimize the impact of job insecurity on emotional exhaustion. Private security organisations should embrace the idea of a flexible work schedule and adopt telework programs to accommodate the needs of personnel.

5.5 Conclusion

The study examined how work-family conflict and procedural justice intervene the linkage between job insecurity and the components of burnouts among private security officers. Job disengagement and emotional exhaustion were the two components of burnout assessed in this study. Findings of the study have indicated that job insecurity positively and significantly correlated with disengagement. There was a significantly positive relationship between burnout and exhaustion. The relationship between job insecurity and disengagement components of burnout was not moderated by work-family conflict. Work-family conflict moderated the relationship between job insecurity and exhaustion. Procedural justice mediated the relationship

between job and disengagement. Procedural justice mediated the relationship between job insecurity and exhaustion components of burnout.

In order for managers to decrease the growing number of stresses as a means of decreasing employee burnout, there is the need for them to fully understand the causes of stress. Managers must know that job insecurity, work-family conflict and procedural justice are all some of the causes of stress. Preventive programs are, therefore, needed to combat the root of stress, as a means of reducing burnout. There is also the need for managers to institute plans of coping with job stress which include promising and ensuring job insecurity among employees, implementing some work schedule control programs, and ensuring procedural justice. It is important that employers work together with employees to provide the support needed to control stress and burnout, since stress and burnout often serve as the route for more solemn health hazards and unproductive work behaviours. The implication of the findings is that even pressures and challenges emanating from the perception of job insecurity, the components of burnout associated with job insecurity can still be decrease if managers can implement measures to reduce work-family conflict and ensure procedural justice among private security officers.

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APPENDICES

APPENDIX 1: QUESTIONNAIRE

I am Sandra Mahama, a student University of Ghana pursuing Master of Philosophy degree in Industrial and Organisational Psychology. I am conducting academic research which seeks to investigate job insecurity and its impact on some employee behaviours among private security officers. This research will be used for academic purposes only and please be assured that your responses will be kept confidential. The questionnaire will not take more than 20 minutes to complete. Your cooperation and participation in this research and answering questions honestly will be greatly appreciated (You do not have to write your Name).

Thank you in anticipation of your cooperation.

SECTION A: GENERAL INFORMATION

(Please tick [√] where appropriate)

1. Gender: Male ( ) Female ( )
2. Age: At most 30 years ( ) 31 – 40 years ( ) Above 40 years ( )
3. Religion: Christianity ( ) Islamic ( ) Others ( )
4. Educational background: No Education ( ) Primary Education ( ) JHS ( ) SHS ( ) Tertiary ( )
5. Marital status: Married ( ) Single ( ) Divorce ( )
6. Number of children ……
7. Number of dependents (including adult dependent): ……

8. Years working in your current organisation ……..

9. Have you ever lost a job since you started working? Yes ( ) No ( )

SECTION B: JOB INSECURITY SCALE

Please read the following statements carefully and indicate the extent to which you agree or disagree with them using the following options:

Strongly Disagree (SD), Disagree (D), No Idea (N), Agree (A) and Strongly Agree (SA)

No.	Statement	SD	D	N	A	SA
1	I think that I will be able to continue working in this organisation.					
2	My organisation can sack anyone at any given time.					
3	No one can boast of secure job with this organisation of late.					
4	I am worried about keeping my job.					
5	I am uncertain about whether I will be able to retain my job.					
6	It has never appeared to me that I can be sacked.					
7	I have all the skills needed to work in the organisation forever.					
8	The organisation can collapse at any time.					
9	I am worried that I will become unemployed.					
10	I think that the organisation has good plans for my future.					
11	I know I will work in this organisation forever.					

12	Job redesign can take place in this organisation at any time.					
13	My future with this organisation is not secured.					

SECTION C: **WORK-FAMILY CONFLICT:** The items below reflect the relationship between your work and family life as a security officer. Please indicate your extent of your agreement or disagreement with each statement by ***ticking*** one of the digits representing the seven alternatives provided on the scale.

Read each statement carefully. Indicate how you feel about each statement using the options.

Strongly Disagree (SD), Disagree (D), No Idea (N), Agree (A) and Strongly Agree (SA)

No.	Statement	SD	D	N	A	SA
1	The demands of my work interfere with my home and family life.					
2	The amount of time my job takes up makes it difficult to fulfil family responsibilities.					
3	Things I want to do at home do not get done because of the demands my job puts on me.					
4	My job produces strain that makes it difficult to fulfil family duties.					
5	Due to work-related duties, I have to make changes to my plans for family activities.					
6	The demands of my family or spouse/partner interfere with work-related activities.					
7	I have to put off doing things at work because of demands on my time at home.					

8	Things I want to do at work do not get done because of the demands of my family or spouse/partner.					
9	My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks and working overtime.					
10	Family-related strain interferes with my ability to perform job-related duties.					

SECTION D: PROCEDURAL JUSTICE SCALE

Please read the following statements carefully and indicate the extent to which you agree or disagree with them using the following options:

Strongly Disagree (SD), Disagree (D), No Idea (N), Agree (A) and Strongly Agree (SA)

No.	Statement	SD	D	N	A	SA
1	I am able to express my views and feeling					
2	I can influence the decisions arrived in the organisation.					
3	There are consistent ways of doing things					
4	The procedures in my organisations are based on accurate information.					
5	I am able to appeal to the decisions taken in the organisation					
6	We follow ethical and morals standards in doing things in the organisation					
7	The ways of doing things in my organisations are free of bias.					

SECTION E: BURNOUT

Indicate how you agree or disagree with each statement based on their experiences during the past 3 months using the following options:

Strongly Disagree (SD), Disagree (D), No Idea (N), Agree (A) and Strongly Agree (SA)

No.		SD	D	N	A	SA
1	I always find new and interesting aspects in my work.					
2	It happens more and more often that I talk about my work in a negative way.					
3	Lately, I tend to think less about my work and do them almost mechanically.					
4	I find my work to be a positive challenge.					
5	Over time, one can become disconnected from this type of work.					
6	Sometimes I feel sickened by my work.					
7	This is the only work that I can imagine myself doing.					
8	I feel more and more engaged to my work.					
9	There are days when I feel tired before I come to work.					
10	After work, I tend to need more time than in the past in order to relax and feel better.					
11	I can tolerate the pressure of my work very well.					
12	While working, I often feel emotionally drained.					

13	After work, I have enough energy for my leisure activities.					
14	After work, I usually feel worn out and weary.					
15	I can usually manage my work-related workload well.					
16	When I come to work, I usually feel energized.					

APPENDIX 2: DATA ANALYSIS

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Genders	95	51.6	51.6	51.6
	Females	89	48.4	48.4	100.0
	Total	184	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	At most 20	21	11.4	9.2	9.2
	21 - 30 years	61	33.2	33.2	42.4
	31 - 40 years	55	29.9	29.9	72.3
	41 - 50 years	30	16.3	16.3	88.6
	At most 51 years	17	9.2	11.4	100.0
	Total	184	100.0	100.0	

Religion

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Christianity	127	69.0	69.0	69.0
	Islamic	57	31.0	31.0	100.0
	Total	184	100.0	100.0	

Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Education	23	12.5	12.5	12.5
	Primary	43	23.4	23.4	35.9
	JHS	34	18.5	18.5	54.3
	SHS	54	29.3	29.3	83.7
	Tertiary	30	16.3	16.3	100.0
	Total	184	100.0	100.0	

Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	100	54.3	54.3	54.3
	Married	84	45.7	45.7	100.0
	Total	184	100.0	100.0	

Tenure

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Short Tenure	88	47.8	47.8	47.8
	Long Tenure	96	52.2	52.2	100.0
	Total	184	100.0	100.0	

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Insecurity	184	19	36	27.94	4.299	-.089	.179	-.573	.356
Justice	184	7	31	16.58	7.017	.230	.179	-1.481	.356
Conflict	184	17	49	36.21	7.491	-.367	.179	-.682	.356
Disengagement	184	18	40	31.65	5.777	-.368	.179	-1.012	.356
Exhaustion	184	23	39	33.34	4.139	-.609	.179	-.563	.356

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Insecurity	184	19	36	27.94	4.299	-.089	.179	-.573	.356
Justice	184	7	31	16.58	7.017	.230	.179	-1.481	.356
Conflict	184	17	49	36.21	7.491	-.367	.179	-.682	.356
Disengagement	184	18	40	31.65	5.777	-.368	.179	-1.012	.356
Exhaustion	184	23	39	33.34	4.139	-.609	.179	-.563	.356
Valid N (listwise)	184								

Correlation Matrix

Correlations

		GENDER	Age	Religion	Education	Marital_Status	Tenure	Insecurity	Justice	WFC	Disengagement	Exhaustion
GENDER	Pearson Correlation	1	-.088	.032	.049	-.158*	.051	.267**	-.154*	.223**	.092	.191**
	Sig. (2-tailed)		.238	.664	.513	.033	.491	.000	.038	.002	.215	.010
	N	183	183	183	183	183	183	183	183	183	183	183
Age	Pearson Correlation	-.088	1	.135	.041	.005	.000	-.193**	.190**	-.119	-.237**	-.265**
	Sig. (2-tailed)	.238		.068	.580	.949	1.000	.009	.010	.108	.001	.000
	N	183	184	184	184	184	184	184	184	184	184	184
Religion	Pearson Correlation	.032	.135	1	.021	.212**	-.088	-.067	.010	-.049	-.096	-.058

	Sig. (2-tailed)	.664	.068		.782	.004	.235	.367	.898	.505	.196	.433
	N	183	184	184	184	184	184	184	184	184	184	184
Education	Pearson Correlation	.049	.041	.021	1	.056	-.043	-.027	.118	-.069	.001	-.067
	Sig. (2-tailed)	.513	.580	.782		.452	.566	.721	.111	.355	.988	.363
	N	183	184	184	184	184	184	184	184	184	184	184
Marital_Status	Pearson Correlation	-.158*	.005	.212**	.056	1	-.040	.000	.012	-.117	.052	-.025
	Sig. (2-tailed)	.033	.949	.004	.452		.591	.990	.868	.115	.484	.740
	N	183	184	184	184	184	184	184	184	184	184	184
Tenure	Pearson Correlation	.051	.000	-.088	-.043	-.040	1	.212**	-.095	.235**	.056	.057
	Sig. (2-tailed)	.491	1.000	.235	.566	.591		.004	.199	.001	.451	.442
	N	183	184	184	184	184	184	184	184	184	184	184
Insecurity	Pearson Correlation	.267**	-.193**	-.067	-.027	.000	.212**	1	-.741**	.697**	.513**	.659**
	Sig. (2-tailed)	.000	.009	.367	.721	.990	.004		.000	.000	.000	.000
	N	183	184	184	184	184	184	184	184	184	184	184
Justice	Pearson Correlation	-.154*	.190**	.010	.118	.012	-.095	-.741**	1	-.628**	-.478**	-.662**
	Sig. (2-tailed)	.038	.010	.898	.111	.868	.199	.000		.000	.000	.000

	N	183	184	184	184	184	184	184	184	184	184	184
WFC	Pearson Correlation	.223**	-.119	-.049	-.069	-.117	.235**	.697**	-.628**	1	.326**	.554**
	Sig. (2-tailed)	.002	.108	.505	.355	.115	.001	.000	.000		.000	.000
	N	183	184	184	184	184	184	184	184	184	184	184
Disengagement	Pearson Correlation	.092	-.237**	-.096	.001	.052	.056	.513**	-.478**	.326**	1	.483**
	Sig. (2-tailed)	.215	.001	.196	.988	.484	.451	.000	.000	.000		.000
	N	183	184	184	184	184	184	184	184	184	184	184
Exhaustion	Pearson Correlation	.191**	-.265**	-.058	-.067	-.025	.057	.659**	-.662**	.554**	.483**	1
	Sig. (2-tailed)	.010	.000	.433	.363	.740	.442	.000	.000	.000	.000	
	N	183	184	184	184	184	184	184	184	184	184	184

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Work-family conflict moderating Job insecurity and disengagement

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate

1	.249[a]	.062	.052	4.22073
2	.543[b]	.295	.283	3.66982
3	.544[c]	.296	.280	3.67704
4	.558[d]	.311	.292	3.64673

a. Predictors: (Constant), Age, GENDER

b. Predictors: (Constant), Age, GENDER, Insecurity

c. Predictors: (Constant), Age, GENDER, Insecurity, WFConflict

d. Predictors: (Constant), Age, GENDER, Insecurity, WFConflict, JusXWFC

ANOVA[e]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	211.779	2	105.889	5.944	.003[a]
	Residual	3206.625	180	17.815		
	Total	3418.404	182			
2	Regression	1007.708	3	335.903	24.942	.000[b]
	Residual	2410.696	179	13.468		
	Total	3418.404	182			
3	Regression	1011.728	4	252.932	18.707	.000[c]
	Residual	2406.676	178	13.521		
	Total	3418.404	182			
4	Regression	1064.540	5	212.908	16.010	.000[d]

	Residual	2353.864	177	13.299		
	Total	3418.404	182			

a. Predictors: (Constant), Age, GENDER

b. Predictors: (Constant), Age, GENDER, Insecurity

c. Predictors: (Constant), Age, GENDER, Insecurity, WFConflict

d. Predictors: (Constant), Age, GENDER, Insecurity, WFConflict, JusXWFC

e. Dependent Variable: Disengagement

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	30.784	1.296		23.752	.000
	GENDER	.738	.745	.072	.991	.323
	Age	-.876	.273	-.232	-3.203	.002
2	(Constant)	20.272	1.772		11.441	.000
	GENDER	-.580	.670	-.056	-.865	.388
	Age	-.548	.242	-.145	-2.267	.025
	Insecurity	.280	.036	.509	7.688	.000
3	(Constant)	19.986	1.851		10.796	.000

	GENDER	-.559	.672	-.054	-.832	.407
	Age	-.545	.242	-.144	-2.249	.026
	Insecurity	.299	.049	.542	6.045	.000
	WFConflict	-.021	.039	-.048	-.545	.586
4	(Constant)	22.694	2.284		9.936	.000
	GENDER	-.556	.667	-.054	-.834	.406
	Age	-.527	.240	-.140	-2.195	.029
	Insecurity	.236	.058	.427	4.041	.000
	WFConflict	.063	.058	.140	1.093	.276
	JusXWFC	-.496	.249	-.184	-1.993	.048

a. Dependent Variable: Disengagement

Work-family conflict moderating job insecurity and emotional exhaustion

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.314[a]	.098	.088	4.78619
2	.677[b]	.458	.449	3.72160
3	.690[c]	.477	.465	3.66681
4	.712[d]	.508	.494	3.56712

a. Predictors: (Constant), Age, GENDER

b. Predictors: (Constant), Age, GENDER, Insecurity

c. Predictors: (Constant), Age, GENDER, Insecurity, WFConflict

d. Predictors: (Constant), Age, GENDER, Insecurity, WFConflict, JusXWFC

ANOVA[e]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	450.141	2	225.070	9.825	.000[a]
	Residual	4123.378	180	22.908		
	Total	4573.519	182			
2	Regression	2094.318	3	698.106	50.404	.000[b]
	Residual	2479.201	179	13.850		
	Total	4573.519	182			
3	Regression	2180.218	4	545.054	40.538	.000[c]
	Residual	2393.301	178	13.446		
	Total	4573.519	182			
4	Regression	2321.307	5	464.261	36.486	.000[d]
	Residual	2252.212	177	12.724		
	Total	4573.519	182			

a. Predictors: (Constant), Age, GENDER

b. Predictors: (Constant), Age, GENDER, Insecurity

c. Predictors: (Constant), Age, GENDER, Insecurity, WFConflict

d. Predictors: (Constant), Age, GENDER, Insecurity, WFConflict, JusXWFC

e. Dependent Variable: Exhaustion

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	25.126	1.470		17.096	.000
	GENDER	2.011	.845	.169	2.381	.018
	Age	-1.090	.310	-.250	-3.516	.001
2	(Constant)	10.017	1.797		5.575	.000
	GENDER	.117	.679	.010	.172	.864
	Age	-.619	.245	-.142	-2.526	.012
	Insecurity	.403	.037	.632	10.895	.000
3	(Constant)	11.339	1.846		6.142	.000
	GENDER	.022	.670	.002	.033	.974
	Age	-.633	.241	-.145	-2.622	.010
	Insecurity	.319	.049	.501	6.485	.000
	WFConflict	.099	.039	.191	2.528	.012
4	(Constant)	5.765	2.234		7.056	.000

	GENDER	.027	.652	.002	.042	.967
	Age	-.605	.235	-.139	-2.575	.011
	Insecurity	.216	.057	.339	3.796	.000
	WFConflict	.237	.056	.457	4.209	.000
	JusXWFC	-.811	.243	-.261	-3.330	.001

a. Dependent Variable: Exhaustion

Mediating of disengagement

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.616[a]	.380	.376	5.542

a. Predictors: (Constant), Insecurity

ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3420.974	1	3420.974	111.384	.000[a]
	Residual	5589.803	182	30.713		
	Total	9010.777	183			

a. Predictors: (Constant), Insecurity

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	44.681	2.694		16.588	.000
	Insecurity	-1.006	.095	-.616	-10.554	.000

a. Dependent Variable: Justice

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.418[a]	.175	.170	5.263

a. Predictors: (Constant), Justice

ANOVA[b]

Model	Sum of Squares	Df	Mean Square	F	Sig.

1	Regression	1065.951	1	1065.951	38.477	.000[a]
	Residual	5042.087	182	27.704		
	Total	6108.038	183			

a. Predictors: (Constant), Justice

b. Dependent Variable: Disengagement

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	37.350	.998		37.427	.000
	Justice	-.344	.055	-.418	-6.203	.000

a. Dependent Variable: Disengagement

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.604[a]	.365	.362	4.615

a. Predictors: (Constant), Insecurity

ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2231.186	1	2231.186	104.744	.000[a]
	Residual	3876.852	182	21.301		
	Total	6108.038	183			

a. Predictors: (Constant), Insecurity

b. Dependent Variable: Disengagement

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.954	2.243		3.991	.000
	Insecurity	.812	.079	.604	10.234	.000

a. Dependent Variable: Disengagement

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.607[a]	.369	.362	4.616

a. Predictors: (Constant), Justice, Insecurity

ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2251.436	2	1125.718	52.833	.000[a]
	Residual	3856.602	181	21.307		
	Total	6108.038	183			

a. Predictors: (Constant), Justice, Insecurity

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.643	3.556		3.274	.001
	Insecurity	.752	.101	.559	7.459	.000
	Justice	-.160	.162	-.173	-1.975	.031

a. Dependent Variable: Disengagement

Emotional exhaustion mediation

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.422[a]	.178	.174	3.763

a. Predictors: (Constant), Justice

ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	558.653	1	558.653	39.458	.000[a]
	Residual	2576.776	182	14.158		
	Total	3135.429	183			

a. Predictors: (Constant), Justice

b. Dependent Variable: Exhaustion

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	37.471	.713		52.524	.000
	Justice	-.249	.040	-.422	-6.282	.000

a. Dependent Variable: Exhaustion

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.554[a]	.307	.303	3.456

a. Predictors: (Constant), Insecurity

ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	961.929	1	961.929	80.548	.000[a]
	Residual	2173.500	182	11.942		
	Total	3135.429	183			

a. Predictors: (Constant), Insecurity

b. Dependent Variable: Exhaustion

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.442	1.680		10.980	.000
	Insecurity	.533	.059	.554	8.975	.000

a. Dependent Variable: Exhaustion

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.563[a]	.317	.310	3.439

a. Predictors: (Constant), Justice, Insecurity

ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.

1	Regression	994.945	2	497.473	42.066	.000[a]
	Residual	2140.484	181	11.826		
	Total	3135.429	183			

a. Predictors: (Constant), Justice, Insecurity

b. Dependent Variable: Exhaustion

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	21.876	2.649		8.258	.000
	Insecurity	.456	.075	.474	6.074	.000
	Justice	-.177	.146	-.230	-2.671	.026

a. Dependent Variable: Exhaustion

APPENDIX 3: ETHICAL CLEARANCE

DEPARTMENT OF PSYCHOLOGY
SCHOOL OF SOCIAL SCIENCES
UNIVERSITY OF GHANA

DEPARTMENTAL RESEARCH & ETHICS COMMITTEE (DREC)

27 July, 2021

Sandra Mahama
Department of Psychology
University of Ghana, Legon
Ghana

Dear Ms. Mahama

Protocol number: DREC/012/20-21

Project title: Job Insecurity and Burnout Among Private Security Officers: The Roles of Work-Family Conflict and Procedural Justice

Full Approval–Committee Reviewed Protocol

In response to your application received on June 03, 2021, the Departmental Research & Ethics Committee of the Department of Psychology, University of Ghana has considered the above mentioned application and the protocol has been granted **Full Approval**

Any significant alteration(s) to the approved research protocol (i.e. **the Questionnaire/Semi-structured interviews, Informed Consent Form, Title of the Project, Research Approach and Methods)** must be submitted for review and approval prior to implementation. In case you have further queries, please quote the above reference number.

Note: Research data should be **securely stored** at an appropriate location and should only be destroyed after **5 years.**

This ethical clearance certificate is valid for only 12 months from the date of issue. Thereafter, re-certification must be applied for on annual basis.

We take this opportunity to wish the very best in your research.

Yours faithfully,

Annabella Osei-Tutu, Ph.D.
Chair, Departmental Research & Ethics Committee (DREC)

Cc: Prof. Joseph Osafo, Head, Department of Psychology, University of Ghana