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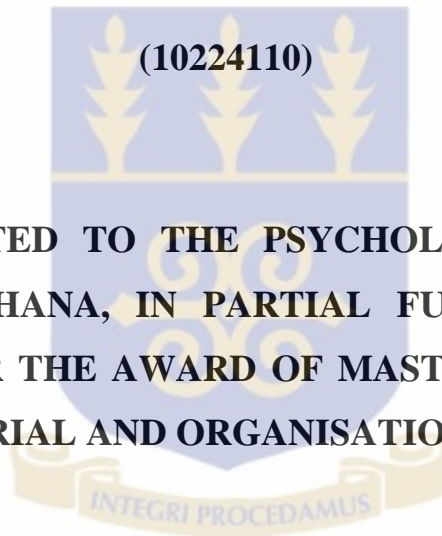
**JOB INSECURITY, PSYCHOLOGICAL WELLBEING AND SAFETY
COMPLIANCE IN STEEL MANUFACTURING COMPANY**

BY

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DECLARATION

I, CAROLINE DODZI IKO, hereby declare that this thesis has been conducted by me under the supervision of Dr. Maxwell Asumeng and Dr. Kingsley Nyarko. This thesis has never been presented either in part or in whole to any institution for the award of any degree. All supporting and related studies by various authors have been duly acknowledged in the reference. All the errors and omissions are therefore mine.

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DEDICATION

I dedicate this thesis to my mum Philomina Aku Kpogli and Samuel Agyapong Sarpong, my husband. Thank you for your immense support to attaining a successful completion of my studies. I could not have accomplished this without your help, prayers and guidance.



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My appreciation goes to the Lord almighty for his love, protection and preservation throughout the period of my study. I am deeply indebted to my mum Philomina Aku Kpogli without whom my study would not have been possible. My sincere appreciation goes to my supervisors Dr Maxwell Asumeng and Dr Kingsley Nyarko for their patience, thorough assistance, guidance and support throughout the study. My heartfelt gratitude goes to my husband Samuel Agyapong Sarpong and my step dad, Samuel Anani Logo for their support in various ways. Thank you so much. Again to all my colleagues, especially Jonathan Tetteh and Linda Akoto, who assisted me in diverse ways. God bless you greatly.



ABSTRACT

Job insecurity has become a critical phenomenon for discussion in the heightened harsh economic state of most organisations where certainty to long-term employment cannot be guaranteed. On the basis of this, the purpose of the study was to determine the relationship between job insecurity, psychological wellbeing and safety compliance. The moderating effect of employee empowerment between job insecurity and psychological well-being, as well as the relationship between job insecurity and safety compliance was also examined. A convenient sample of 120 employees of Ferro Fabrik Limited, a steel manufacturing company in Tema was used. A cross sectional survey design was used to collect data from the employees. It was hypothesised that employees with high job insecurity will report lower psychological wellbeing and lower safety compliance; however the presence of employee empowerment will impact the strength of the relationship between job insecurity and safety compliance. The multivariate analysis of variance (MANOVA) and moderation analysis were used to examine the interaction effect and also determine moderating effects respectively. Results showed that employees with higher job insecurity were reported to have lower psychological wellbeing and less safety conscious with employee empowerment moderating the relationship between job insecurity and safety compliance. The results were discussed within the framework of psychological contract theory, social exchange and stress model theory. It is recommended that future researchers seek to identify the conditions under social exchange that are likely to increase psychological wellbeing of insecure employees in the presence of an empowering environment ,to aid in further theory building.

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LIST OF ABBREVIATIONS

JI	Job insecurity
JIS	Job insecurity Scale
PW	Psychological wellbeing
PWQ	Psychological Wellbeing Questionnaire
SC	Safety Compliance
SCS	Safety Compliance Scale
EE	Employee Empowerment
EES	Employee empowerment Scale

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

It always seems that the feeling of job insecurity has grown more widespread and more serious than ever (Foster, 2007). Cheng (2005) indicates that employers respond to intensive global competition through the deregulation of labour hence job insecurity has become a widespread problem. Emberland and Rundmo (2009) added that organisations find it necessary to reduce the number of workforce to remain competitive. These critical changes to the job market have brought job security to the forefront of many employees' concerns (Burchell, 2002; Näswall, Sverke, & Hellgren, 2008). Mauno kinnunen, Makikangas & Naitte (2005) posit that since the 1970s, increase competitiveness, quest for lower cost and productivity by organisations have resulted in the subjective feeling of losing one's job. Presently most organizations have adopted strategies to remain productive which often result in an anticipation phase where employees experience high insecurity related to the future of their jobs in the organisation (Ferrie, 2001).

Job insecurity relates to people in their work context who fear that they may lose their jobs and become unemployed (De Witte, 2009). Probst (2002) defines job security as the perceived stability and continuance of one's job. According to Greco, Laschinger and Wong (2006), job insecurity also refers to powerlessness to maintain desired continuity in a threatened job situation. De Witte (2009) added that job insecurity consists of two dimensions, namely a cognitive and an affective dimension. Cognitive job insecurity relates to perceptions of possible job loss, whereas affective job insecurity relates to the fear of job loss. Probst (2001) also categorises job insecurity into quantitative and qualitative. Quantitative is referred to employees concern about the future of their current job, whereas qualitative job insecurity is termed as

perceived threat of reduced quality in the employment relationship. Research suggests that the different dimensions of job insecurity have effects on work behaviours.

To add to that, research has proven that the nature of an employee's job actually determines how much of job insecurity they will perceive. According to Cappelli and Neumark (2004), employees are classified into core and peripheral categories. Connelly and Gallagher, (2004) explained that peripheral employees have a fixed term employment with a contract period defined. Core employees also refer to permanent employees who receive a number of fringe benefits often with the assurance of job security. Peripheral employees consist of non-permanent employees who often do not receive much benefits and are usually employed on contract basis, thus not certain of their security on the job. Wall (2002) revealed that there is evidence to suggest that non-permanent employees perceive more job insecurity. With empirical evidence, Witte and Naswal (2003) show that non-permanent employees perceived more job insecurity than their permanent colleagues. To add to that, Benavades, Benach, Dziez-roux and Roman (2000) identified a higher level of work related stress and job insecurity associated with non-permanent employees. However, Hakanen (2006) points out that non-permanent employees have also reported lower level of job exhaustion than permanent employees mainly due to the empowering nature of the work.

On the international front, concern for employee security has been on the rise following the 2007 economic recession where many lost their livelihood (Bureau of Labor Statistics, February 2012). The present Ghanaian economy is however not different. The current critical energy crisis the nation has been engulfed in has pushed many organisations to the option of restructuring. This strategic step of realigning organizations is often centered on cost reduction mostly characterized by cutting down labour, hence employees losing their jobs. It is reported that

Goldfield Ghana was set to lay off about 200 of its employees in addition to 500 layoffs which took place in 2014, making the total of about 700 employees to have lost their jobs (Ghana web, May 2015). Again, Coca Cola Bottling Company (Ghana) has similarly laid off 250 of its employees in effort to stay in business, just to mention but a few (“workers layoff”, 2015). As a result of the unstable business environment in Ghana, many can no longer boast of secured jobs.

Job insecurity has been identified as one of the most distressful aspects of the work situation (De Witte, 1999). It is related to mental health complaints, lower levels of job satisfaction, lower levels of job involvement, decreased trust and engagement and increased intention to leave (De Cuyper & De Witte, 2005). Higher level of job insecurity is said to relate to lower level of wellbeing and the inability to abide by safety rules. Job stress and job involvement associated with higher insecurity leads to decreased level of wellbeing and safety compliance. A meta-analysis by Cheng and Chan (2008) indicates that job insecurity is negatively related to psychological and physical health and well-being. Barling and Kelloway (1996) confirmed that a growing number of studies indicate that job insecurity contribute adversely to the psychological effects and work performance of many lay off survivors. They added again that the closer an employee was to a laid off victim, the more negative impact felt by the layoff survivors and on their psychological wellbeing.

However, it is worth knowing that a healthy mind will love to reside in a healthy body.

When a person perceives a safe work condition, the person is better geared to handle pressures and tensions of work and home. An employee cannot have sound body to work when that employee is feeling insecure.

Making employees happier and healthier increases their effort, contributions, and productivity (Ardekani, 2008). Accordingly, organizations devote considerable organizational resources to enhancing employee well-being in various ways, from professional development and employee recognition practices to healthcare benefits and free employee assistance programs. Employee well-being involves the wellness and health of specific individuals in the workplace (Folkard & Tucker, 2003). The World Health Organisation also defined psychological wellbeing as a state of well-being in which the individual develops his or her own abilities, can cope with the normal stresses of life, can work creatively and fruitfully, to contribute to the growth of his or her community” (World Health Organisation, 2001). Employee wellbeing can be categorized into psychological, physical and social. The psychological approach defines well-being in terms of subjective experience and functioning, the physical approach defines well-being in terms of bodily health and functioning, and the social approach defines well-being in terms of relational experience and functioning (Lockley, Cronin, & Evans, 2004). The study focuses on the psychological wellbeing component of the general wellbeing.

Psychological well-Being is a feeling of happiness which focuses on the subjective experiences of individuals. Psychologists tend to focus on two components of psychological well-being: hedonic and eudaimonic (Ryan & Deci, 2001). The hedonic component is concerned with subjective experiences of pleasure, or the balance of positive and negative thoughts and feelings in individuals’ judgments. In organizations, research on job satisfaction represents the hedonic approach to understanding psychological well-being: job satisfaction is defined in terms of employees’ subjective judgments about their work situations (Kiviamki, 2005). However, some scholars have argued that job satisfaction is a passive state, describing satisfied employees as “contented cows” (Ryan & Deci, 2001) and arguing that a

high level of job satisfaction probably is closer to a state of bovine contentment than a state of happiness. It is important to note that just as job satisfaction contributes to some amount of psychological wellbeing, it is limited to explaining its total relationship. However, it is worth adding that the increasing organizational phenomenon of job insecurity can adversely curtail one's psychological wellbeing.

Additionally, the eudaimonic component of psychological well-being is concerned with fulfilment and the realization of human potential. In organizations, research on meaning and engagement represents the eudaimonic approach to understanding psychological wellbeing: meaning is defined in terms of employees' feelings of fulfilment and purpose in their efforts (Wrzesniewski, 2003). Researchers have posited that the feeling of psychological wellbeing is influenced by the perceived job security of an employee. Thus, an employee who has low job security will feel dissociated from the organization which will lead to deterioration in their psychological wellbeing. According to Richmond (2006), employees experience lower psychological wellbeing when that employee is affected with high level of psychological problems such as stress, depression and anxiety resulting from many other organizational factors such as job insecurity. Richmond (2006) explained further that job-related stress and job dissatisfaction is evident in those with low job security.

It has been identified that highly insecure job climates create a stressful work environment, which could have detrimental effects on employee behavioural and organizational outcomes (Bliese & Britt, 2001). Research suggests that job insecurity is likely to have a detrimental effect on employee safety attitudes, behaviours, and outcomes (Grunberg, Moore, & Greenberg, 1996; Probst, 2002; Probst & Brubaker, 2001) According to Neal, Griffin and Hart (2000) measuring safety outcomes such as safety compliance, safety knowledge, and

safety motivation are key in achieving adherence to safety standards. This study focuses on safety compliance and its relationship with job insecurity. Safety compliance is the extent to which employees adhere to safety standards, regulations, procedures, legal obligations and requirements (Probst, 2002). It is also referred to as the absence of accidents and hazards (Schoeman & Johnston, 2007). Job insecure workers are found to engage in risk related behaviours when they perceive their job conditions to be dissatisfying (Rundmo & Iversen, 2007). Over 5,000 employees lost their lives in 2001 due to work-related injuries, and an additional 5.7 million employees suffered nonfatal work-related injuries and illnesses in the US (Bureau of statistics, 2001). Usually, organisations get preoccupied in the attempt to improve productivity, meet performance targets with limited time constraints attached. Consequently, employees overlook safety procedures whilst attempting to achieve these performances targets (Moller, 2003), as a result engage in unsafe behaviours which include shortcuts that compromise safety compliance and may lead to accidents. This is because the feeling of job insecurity creates low level of commitment and the unsound mind to abide by safety measures.

Safety compliance has over the years become a major preoccupation by researchers and organizations to ensure to develop insight into and maintain a serene safety climate respectively. Although, job insecurity toll on employee safety outcomes can be detrimental, it has been opined that job insecurity will be attenuated by an empowering environment to the employee (Spreiter, 1995). An empowering workplace is positively related to organisational safety climate which consequently results in positive safety outcome such as safety compliance (Neal et al., 2000). An organisational safety climate is characterised by a set of values, beliefs and principles that employee perceive are held within their organisation. Armstrong –Stassen (2004) explained that non-permanent employees having lower level of

job exhaustion mainly due to the empowering nature of the work and the fair treatment given these non-permanent staff through training, good pay levels and other fringe benefits. Anecdotal evidence also suggests that in Ghana, companies with high job insecurity were prone to accidents compared to organisations with recognised high job security.

To add to that, the changing world of work is characterised by life-long learning, risk taking, speed and change, networking and measuring outputs (Wentzel & Geldenhuis, 2005). Organisations which seek to survive the turbulent nature of work strategically adapt proactively to the changes of the day. Employee empowerment is one critical lifelong measure that organisations have put in place to manage the resistance and fear that accompany changes in the contemporary organisations. According to Spreitzer (1995), employee empowerment is an important concept to consider when dealing with changes at work and improving performance. Fundamentally, employee empowerment can also be defined as an enhancing feeling of self-efficacy among organisational members through the identification of conditions that substitute powerlessness and through the removal of formal organisational practices and informal techniques by providing useful information (Hayes, 1994). Employee empowerment according to Balridge National Quality Award (1990) also encompasses how employees perceive the work environment, their self-efficacy or their perception of authority to act to increase quality.

Additionally, employee psychological empowerment increases employees' sense of personal control and motivates them to engage in work, which in turn results in positive managerial and organisational outcomes (Quinn & Spreitzer, 1997). Tuuli and Rowlinson (2007) also identified two different but harmonizing viewpoints of empowerment. These consist of relational and psychological empowerment. The relational empowerment represents the

organisational policies, strategies and the overall organisational outlook that allow employees a high flexibility to make decisions and have great control over their work (Mills & Ungson, 2003). Psychological empowerment on the other hand refers to how management strategies make employees perceive that management believes in their skills and capabilities and eventually make them believe they have a significant role to play in achieving success for the organization (Spreitzer & Doneson, 2005).

Furthermore, Kekesi and Agyemang (2014) indicated that for better understanding to perceived job insecurity and psychological distress, it is relevant to explore the moderating variables that strengthen or weaken the relationship. Thus, this present study explores the buffering nature of employee empowerment between job insecurity and employee psychological wellbeing as well as safety compliance. The impact of job insecurity on wellbeing and safety compliance among employees is facilitated by factors such as employee empowerment and organizational support. Holappa (2011) found out that the relationship between job insecurity and employee well-being is moderated by employee empowerment. Hence work environments that allow access to information, resources, support and the opportunity to learn and develop are empowering, and enhance employees' power to accomplish work in an organization (Kanter, 1993). When employee feel empowered, it will reduce the impact of job insecurity on their wellbeing and subsequently increase their compliance with safety precautions. With the growing job insecurity rate in Ghana, this current research seeks to analyse and ascertain to what degree job insecurity relates to employee's psychological wellbeing and their safety compliance. It further establishes the moderating role of employee empowerment between job insecurity and the psychological wellbeing and also safety compliance of employees.

1.2.1 The steel industry in Ghana

The steel industry is an essential industry that does not only add up to the Ghanaian gross domestic products (GDP) but also serves as a source of livelihood to many Ghanaians especially in the Tema catchment area. The Tema industrial area can boast of over 10 steel manufacturing companies; Ferro Fabrik Limited, Western Casting Steel Limited, Tema Steel limited, United Steel, Rider Steel limited, Sentuo Steel limited, Special Steel limited , Sethi Steel limited, Appollo steel limited, B5 steel limited , just to mention but a few. The steel industry is of great context importance in relation to job insecurity and safety compliance. This is to emphasise the fact that many of these steel manufacturing companies have undergone major restructuring events, where many of its employees were laid off and others with permanent employee status changed to contract. Safety compliance is also of crucial context relevance because a number of these companies have over the past years recorded some fatal industrial accidents which include heavy explosions.

1.2.2 The Origin of Ferro Fabrik Company Limited

Ferro Fabrik Company Limited is a private steel manufacturing company located directly opposite Tema oil refinery (TOR), Ghana's only oil refinery hub. It was established in 1968 on a 30 acre land with a workforce of 1,000. It has about 4,000 metric tonnes of installed manufacturing capacity. Its end products include reinforced iron rods and coiled wires which are consumed mainly by locals. The plant operates 24 hours a day. Production largely makes use of ferrous scraps. Ferro Fabrik Limited produces high quality steel products which receive renowned acceptance well beyond the country's borders.

Ferro Fabrik limited has been fairing steadily until 2014, when it was faced with tough and unfavourable economic environment. Management of the company took to cutting down on the number of workforce in order to cut down on cost and to remain in business.

1.2.3 Survivors' Perception of the Management's Action

Reasons for the harsh economic environment include high cost of production, lack of raw materials, and continuous fall of the cedi against the major currencies, persistent power cuts, high taxes, high utility bills and chunks of employee wages. Management engaged in a downsizing in order to remain competitive and survive the turbulent economic situation. Many employees were laid off with the remaining workers status changed to contract paying based.

The surviving contracts workers who have been reaped off their permanence status and some fringe benefits are likely to perceive job insecurity, hence may have their psychological wellbeing and safety compliance affected.

1.3 Problem statement

Plant closures with mass redundancies are now the order of the day, while restructuring plans threaten the jobs of many thousands more. Restructuring takes the form of organisations engaging in downsizing or rightsizing, mergers and acquisitions. It is revealing to acknowledge that downsizing although is with the objective to improve performance , it appears to leave lasting negative effects on employees such as financial, wellbeing, attitudes and family relationships on terminated personnel and survivors (Leana & Ivancevich,1987).

Permanent jobs have over time been reduced to part-time or temporal jobs due to the high competitiveness of most work organisations and their quest for high profitability. Decreased job stability due to demassing of organizations has become the current trend organisations

adopt to remain competitive, however often result in financial losses and work behavioural outcomes of employees. Apart from financial loss, psychological wellbeing is found to have been reduced among employees who suffered job loss. De Witte (2009) added that downsizing has deprived employees of a number of psychological benefits derived from employment, hence creates strains and stresses.

Several researches indicate that perception of unemployment is positively related to greater specific psychological reactions of anxiety and depression (Hamilton, Broman & Renner, 1990). Many others also suffer from reduce self-esteem and satisfaction (Prussia, Kinicki, & Braker, 1990). Further decrease in self-esteem and self-concept largely result in increased depression. However, it is evident that organisational restructuring is likely to have long-term effects on the perceptions and attitudes of surviving employees, thus has a compound effect on organizational performance.

Crucially, job insecurity results among employees who perceive a threat to the continuation of their jobs. Barling and Kolloway (1996) added that usually after a major corporate restructuring, employees fear the loss of their source of income and livelihood as they see their fellow workers lose their jobs or have their work hours and responsibilities reduced or terminated. Hence perceived job insecurity has a greater direct impact on employees. Eventually, this results in reduced trust and organizational commitment when organization breaks its psychological contract with these employees (Buch & Aldridge, 1991). Growing research suggests that job insecurity have detrimental effect on employee safety behaviors (Probst, 2002). Again, according to Reason (1997), the awareness to safety behaviors has been heightened as a result of some major disasters, such as Piper Alpha in the North Sea and the Longford gas explosion in Australia which claimed several lives and resources. In

Australia, more than one million working weeks were lost in 1996–1997 from recorded workers compensation claims, with the direct cost estimated at \$4.9 billion (Neal & Griffin, 2002). Also, an alarming report by the Workshop, Office and Factory Inspectorate of Ghana in 2014 indicated that there were over 100 claims for work-related fatality, permanent disability, or serious temporary disability. Consequently, there is an increasing recognition within industry of the need to manage safety on a proactive basis in order to improve safety for individuals at work and prevent significant financial loss (Frick, Jensen, Quinlan & Wilthagen, 2000).

Essentially, the perception of organization's treatment of its employees is likely to impact the organization's overall effectiveness. If employees perceive job enrichment through training of employees to take up new and increased responsibilities, this results into employee motivation (Hackman & Oldham, 2000). On the other hand, employee's perception of job insecurity and job enlargement results in the feeling of over burdening (Byrne, 1990). This can adversely affect employee's psychological wellbeing and their safety compliance (Probst, 2002). In organization's attempt to remain competitive, research shows that job insecurity which sometimes results from organisational restructuring can negatively influence employee's attitudes and behaviours towards work, thus negatively affect the organization at large (Brockner et al, 2001). Given that the employer has invested considerable time and money into hiring and training employees, management should be interested in developing strategies for safeguarding their investment (Pfeffer, 1998). This therefore represent a management challenge concerning the level of safety behaviours and attitudes of the survivors after a downsizing exercise, an issue that remains unexplored in the Ghanaian industrial environment. This represents a knowledge gap which this research seeks to fill. Hence, this research will extensively explore job insecurity in relation to psychological

wellbeing and safety compliance. It will further show how effective employee empowerment is useful as a strategy to boost job security and its behavioural outcomes.

1.4 Aims and objectives of study

Over a decade, most researches have focused on the effect of job insecurity on work attitudes such as satisfaction, job involvement, turnover intentions and more. The general objective of the study is to investigate the relationship between job insecurity, psychological wellbeing and safety compliance among employees in steel manufacturing company. The role of employee empowerment will also be assessed.

On the basis of this, the study seeks to achieve the following specific objectives:

- To investigate the relationship between job insecurity and psychological wellbeing of employees
- To find out if job insecurity has any significant relationship with safety compliance of employees.
- To determine whether employee empowerment will moderate the relationship between job insecurity and psychological wellbeing of employees.
- To verify the moderating role of employee empowerment on the relationship between job insecurity and safety compliance of employees.
- To find out if tenure of work has a role to play in safety compliance among employees

1.5 Relevance of Study

Although the influence of job insecurity on psychological wellbeing and safety compliance may seem much less mundane than it might apparently seem, there are three primary groups

that may benefit from this study. It will aid in its further generalization to collectivistic culture such as Ghana. This is especially important since the current relationships being examined had not been conducted in the Ghanaian context during the course of the research. The first group will consist of employees. Employees may learn to identify ways that stress resulting from job insecurity negatively influences their wellbeing. Identifying the negative effects may enable them to take necessary action to cope with stress and increase their level of wellbeing. By sharing this knowledge, employees can act as a vehicle to help management implement appropriate stress reduction programs.

The second group that may benefit from this study is employers who may gain insight as to how stress resulting from job insecurity actually negatively affects employee's psychological wellbeing and safety compliance. Ferro Fabrik limited, the steel company considered as the setting for the study, was established in 1968 and had since seen steady growth until 2014, when it had to cut down on its workforce in order to remain productive. In 2015, the company finally entered into acquisition, selling off all its shares to an Indian company. After this major restructuring, the few permanent employees also loss their permanence status to contract types. These contract workers will undoubtedly perceive job insecurity which may have enormous effect on their psychological wellbeing and their adherence to safety. There is the need to explore the relationship between job insecurity and safety compliance because the population under study is most suitable to aid in understanding these variables. This will inform their decision as to how to encourage employees and sustain higher job security to reduce the level of employee level of stress and increase the effectiveness and performance of the employees. The results of the study will further heighten the need and importance of participatory management through empowerment in creating more secured employees. Also, the need to create an atmosphere of empowerment and not to infringe on employee

vulnerability at any point in time as this might have effect on employee job security which in turn reduces organizational efficiency. It will further inform management about the potential effects of perceived job insecurity in the organizational environment. This carries implications for various management practitioners, as they will be informed as to the appropriate course of action to use when seeking to achieve greater efficiency and productivity from their employees.

The last group that will benefit from this study will be policy formulators. Policy formulators will through the findings of the study formulate measures to enhance safety compliance and wellbeing among employees.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The previous chapter looked at the general introduction on job insecurity in relation with psychological well-being and safety compliance. This chapter entails the review of current literature on the key study variables as well as the relationships and theories underlying them. Theoretical foundations and their relevance to the various variables are explained and critical analysis of related studies presented.

2.1.1 Theoretical framework

Over the years, several researches have attempted to understand work behaviours of employees to enable them make relevant predictions of these work behaviors. However, Cresswell (2012) indicated that, research data even when generated cautiously and systematically, could possibly be faulty if the underlying context of assumptions is wrong. Strauss (1995) added that a theoretical framework serves as a road map of why a particular behaviour occurs the way it does and when it is likely to happen. In this regard, the psychological contract, social exchange and the stress theories will provide the theoretical basis for the current study.

2.1.1.1 Psychological contract theory

Psychological contract has been explained as the explicit and implicit commitment that parties in the contract expect from each other (Rousseau & Tijoriwala, 1998). For instance, an organization may be perceived by its employees to have promised them empowerment, training and job security in return for more job safety compliance, loyalty and productivity from employees. This type of contract is referred to as psychological because it is based on

perceptions of the terms of contract each involving party is to offer. Perceived violations arouse negative attitudes from employees (Morrison & Robinson, 1997). For example, an employee in response to their perception that the organization has violated the psychological contract by not providing job security may react by becoming less safety conscious in their jobs.

Guest (1998) posits that the psychological contract has been criticized on the basis that legal contracts often have clearly spelt out rules and terms that guide the contracts for which all parties are aware of. However with this type of contract, the terms are not clearly spelt out by the parties involved. On the other hand, one party involved in the contract is usually the only one aware of the terms of the contract. Grimmer and Oddy (2007) added, if the terms are not clearly spelt out, then a mutual agreement cannot be said to exist.

Again, psychological contracts have been defined to either be based on promises, expectations, perceptions, obligations and beliefs of the parties to the contract. Guest (1998) opines that this definition could potentially cause problems during the evaluation of contracts. This is largely because a breach of the psychological contract on the basis of a breach in obligation may distinctively differ from failure of a party to meet expectations.

More so, the theory reveals out that not all employees have psychological contract, however the theory remains silent on how to identify which employees have a psychological contract or not. Some critics have also argued that the theory is a fantasy of what the contemporary work place is (Cullinane & Dundon 2006). They have equally added that employees in the current work place cannot simply choose to either withdraw their services or display negative work behaviours in response to a violation of their psychological contract (Grimmer & Oddy, 2007). It is however argued that such employees are not forced to accept the new terms of contract for fear of potentially losing their jobs or other extreme repercussions (Grimmer &

Oddy, 2007).

Despite the limitations of the psychological contract theory, it still holds a high level of applicability and must be explored more to expand its utility.

2.1.1.2 Social exchange theory.

The Social Exchange Theory (SET) is an influential theory in research regarding relationships at the workplace (Molm, Peterson, & Takahashi, 1999). The application of the SET to workplace relationships is grounded on the premise that some antecedents at the workplace generate social exchange relationships (Cropanzano, Byrne, Bobocel, & Rupp, 2001). It is emphasized that SET encompasses a series of social and economic interactions and exchanges that produce obligations to reciprocate, engendering feelings of personal obligations, gratitude and trust (Blau, 1964). It is worth mentioning that social exchange differs from an economic exchange in terms of the exchanged resources, nature and magnitude of obligations and the quality of the mutual reciprocities that are formed over the course of time (Shore, Coyle-Shapiro, Chen & Tetrick, 2009). Blau (1964) indicated that while economic exchange involves defined provisions of the interactions between parties and predominated by extrinsic rewards particularly material rewards, social exchange is characterized by indeterminate personal obligations as well as both intrinsic and extrinsic rewards.

It is emphasised that reciprocal exchanges are likely to be established through a series of interactions over a period of time in long-term relationships (Molm et al., 1999).

Accordingly, when employees receive benefits from their supervisors and organization, a feeling of obligation is generated requiring employees to respond favourably and repay the

organization (Cropanzano & Mitchell, 2005). However, if reciprocity is violated the reciprocal relations is unlikely to be sustained.

Rhoades and Eisenberger (2002) pointed out that employees form their ideas and opinion about the concern and care of their organization towards them through the policies, strategies and the guiding principles carried out by various agents of the organization. Employee job insecurity and non-compliance to safety at work are some critical work attitudes that employees resort to in response to the treatment offered to them by their organizations. In other words, employees demonstrate job insecurity and may choose to ignore safety standards in varying degrees in their work and organization in response to the significance and quality of resources they receive from the organization (Saks, 2006).

Job security is an important element in the social exchange relationship. This is because the degree of job security perceived by employees in the interaction with their organisation influences employee behaviours and work attitudes such as safety compliance and individuals psychological wellbeing (Liden, Sparrowe & Wayne, 1997). When organizations provide policies, decisions and interventions that identify the organization or management as reliable, employees will feel a strong urge to reciprocate with a high sense of safety compliance on their jobs to achieve organizational goals. In contrast, in an environment where the organization fails to guarantee that employees can trust the organization or management to treat them fairly with a sense of value and dignity, such employees would be less likely to work with passion, hence a high sense of job insecurity is established by the employees towards their company.

Furthermore, when the organization creates an enabling and motivating condition for employees at the workplace, employees in turn will be more likely to be ready to invest

appreciable personal resources in their work. Employees may feel a sense of empowerment as a result of individual employee's evaluation of the employer's empowering practices and strategies. According to the social exchange theory, the empowering strategies of the employer create a social exchange mechanism, which facilitates employee's perceptions that the organization values them and cares for them (Blau, 1964). Moreover, empowered employees may believe that management regards their significant contributions to the organization hence the management has their interest at heart (Lee & Bruvold, 2003). Empowerment will likely create a sense of job security and safety compliance among employees towards their organization, which enhance their motivation to expense more effort towards their work and the organization to achieve organizational goals.

In totality, the SET reveals that the attitudes and behaviours of the employee in the employer-employee relationship within the work setting are largely based on the norm of reciprocity.

This norm implies that parties in an exchange relationship form expectations of reciprocation for their actions either favourable or unfavourable. Thus, as asserted by DeWitte et al. (2005) when employers create a conducive organizational environment with trustworthy management and empowering work conditions, employees will be more likely to reciprocate with increased work effort and demonstrate a high sense of job security and exhibit favourable work attitudes like safety compliance on the job.

One major limitation of the social exchange theory is the virtual neglect of the role of culture in the norms and rules that guide social exchanges (Cook & Rice, 2006). Undoubtedly, culture influences a wide variation of behaviours so it is possible that there are cultural differences in reciprocity and individual expectations of rewards in relationships (Cropanzano & Mitchell, 2005).

Even though social exchange is differentiated from economic exchange, social exchange explains interpersonal behaviors in terms of the exchange of costs and rewards. This tenet of social exchange portrays people as self-centred and reward seeking people placing value on self-interest (Cropanzano & Mitchell, 2005).

Again, the theory presupposes that individuals act reasonably in making decisions relating to social interactions, which might always not be the case. Moreover, the reduction of human interaction to simply a rational process, which is characteristic of economic theory, is a weakness of the theory because it becomes difficult using the theory to explain certain work attitudes like altruism. The theory portrays the individual and for that matter employees as more passive in the exchange process which the theory purport to be driven by the organisation, rather than as a process that is largely under the control of employees. However, employees for instance are not just passive receivers of management ideas (Keenoy, 2009) but are active in controlling their work and organization and for the most part can exercise choices.

These critiques notwithstanding, the SET has both a high predictive and explanatory power consistent with theoretical propositions. Evidence suggests that individuals who receive favours experience a strong urge to reciprocate those favours than most suppliers of the benefit expect (Flynn, 2003).

Furthermore, the theory is very parsimonious and its assumptions are not difficult to understand. This theory is very logical with perceptive reliability and applicable to a wide range of real life issues. It has a systematic approach in organizing existing knowledge.

The practicality of the social exchange theory is based on the assumption that individuals engage in certain acts with the awareness that these actions and behaviours will be recognized

and reciprocated. This theory undoubtedly enables management and employees understand that each party expects a beneficial return from each other to ensure sustained commitment.

2.1.1.3 Stress Theory

The concept of stress has been defined in several ways but one of the widely accepted definitions is that of Seyle (1974), who defined stress as the non-specific response of the body to any demand made on it. The theories that will guide the present study include the environmental stress theory, the physiological stress theory and the general adaptation syndrome (GAS).

According to the environmental stress model (Kreger, 1995), elements within the environment cause stress. Stress is an intervening variable, which is defined as a reaction to these elements. The reaction involves emotional, behavioral and physiological. According to Baum, Singer and Baum (1981) who are the major proponents of this model, these components do not occur in isolation. The behavioral and emotional constitute the psychological. The psychological and physiological then becomes a unitary factor within the environmental stress model.

The physiological theory (Patterson, 1988) deals with the specific reaction theory. According to this theory, individuals have been found to have their own particular patterns of automatic response to stress. In other words, whiles the heartbeat of one person or individual may increase, another may react by having increased respiration rate. Thus, individuals respond to stress in their own ways because the body system is most responsive and may experience subsequent psychological disorder. It also suggests that our bodies function in such a way that any external or physical danger stimulates the sympathetic to prepare the body for fight and flight.

Selye, (1956) a distinguished scientist outlined what he also called the General Adaptation Syndrome (GAS) which is engaged by an individual under stress conditions. The GAS has three stages. The first stage is alarm which consists of shock and then a general mobilization of the body's resources. The mobilization is directed by the adrenal gland, which promotes sympathetic nervous system activity (for example, breathing rate increases, heart rate and blood pressure increases etc). The body then detects the stress and tries to eliminate it. Then a counter shock occurs in which resistance to stress begins to pick up. One moves to the second or resistance stage where the individual comes to terms with the threat. The body releases stress hormones that flood the body causing blood pressure, heart rate, temperature and respiration to all shoot up. If the effort to combat stress fails, the stress persists and the individual moves to the third stage called the exhaustion stage. At this stage, wear and tear on the body takes its toll. Hence an individual experiencing stress resulting from job insecurity may negatively affect the wellbeing of employees. Criticism on Selye's conception of stress however maintains that a reaction to a multitude of different events had the fatal consequence that the stress concept became the melting pot for all kinds of approaches. Hence, has been erroneously used as a synonym for diverse terms such as anxiety, threat, conflict, or emotional arousal, the concept of stress was in danger of losing its scientific value (Engel, 1985). Selye, also fails to specify those mechanisms that may explain the cognitive transformation of 'objective' noxious events into the subjective experience of being distressed. Again, the stress theory by Selye does not take into account coping mechanisms as important mediators of the stress–outcome relationship unlike the psychological stress theory does (Lazarus, 1993). This theory, however throws light on how the human body fights stress and to what limit it can no longer resist it.

2.2 Review of related studies

Review of prior research contributes to the design of a research (Maxwell, 2005). This review provides a ground for the justification of the current study in addressing gaps in previous studies.

2.2.1 Gender interaction with job insecurity, psychological wellbeing and safety compliance.

Rosenblatt, Talmud and Ruvio (2000) in a study investigated gender effects on job insecurity and other work attitudes such as(organizational commitment, tendency to quit, resistance to change, perceived performance and perceived organizational support).It was found that males and females significantly differed in their level and profile of job insecurity. Males were more insecure and emphasized financial concerns, while females expressed concerns about intrinsic facets of their jobs. It was further revealed that while all job attitudes for females were adversely affected by job insecurity, for males' only organizational commitment, intention to leave, and resistance to change were affected.

Females have significant higher rates of symptoms of common mental disorders such as anxiety and depression than men, but the effect of gender is much less clear when it comes to mental well-being. Studies showed little evidence of gender differences (e.g. Donovan & Halpern, 2002; Helliwell, 2003). Stephens, Dulberg and Joubert, (1999) opined that males recorded higher scores for mental wellbeing where as Ryff and Singer,(1998) showed higher scores for females on psychological wellbeing.

Additionally, gender differences on psychological well-being were assessed as gender roles. Roothman, Kirsten and Wissing (2003) conducted a study to find how psychological well-being varies due to gender. The researchers run 13 instruments to measure general, affective, cognitive, physical, spiritual, self and social aspects of psychological well-being and found that females and males reported psychological wellbeing differences. Roothman et al. (2003) revealed that males scored significantly higher on cognitive, physical and self-aspects, whereas females scored significantly higher on somatic symptoms, expressing affect and spiritual aspects but there was no difference between men and women regarding social dimension. The results finally concluded that males scored higher than females.

Furthermore, Cenkseven (2004) in a study on a sample made up of Turkish university students, found that female students reported higher levels of psychological well-being than males did and emphasized that the literature reported that females score higher on positive relations with others and personal growth subscales. Cirhinlioğlu (2006) also revealed that females reported higher levels of positive relations with others and personal growth subscales and added self-acceptance and autonomy subscales.

However, another study by Mills (1992) similarly indicated that females reported significantly lower levels of psychological well-being than males did as a result of the study about effects of gender, family satisfaction and economic strain on psychological well-being. Gender has been identified as an individual factor contributing to occupational injury. Studies have showed that the injury risk of males was 3.3 times higher than that of females. The injuries of males were often more severe, as the risk of a fatality is 13 times higher for males than for females (Salminen, Saari, Saarela, & Räsänen, 1992).

In addition Messing, Courville, Boucher and Dumais (1994) also found that the average injury frequency of males is three times higher than that of females. Toscano, Windau and Knestaut (1998) explained that the gender difference in occupational injuries is mostly explained by the lower proportion of females in high-risk industries . However, females in heavy manufacturing organisations were more often involved in injuries than their male counterparts (Taiwo, 2009).

On the other hand hand, Aondoaver and Ahemen (2000) in a study to assess the role of personality type and gender differences in compliance with safety work behaviour in a sample of 189 employees drawn from Dangote Cement Company Plc located in Gboko, Benue State. It was revealed that no significant interactive effect was found between personality and gender in compliance with safety behavior.

2.2.2 Relationship between Job insecurity and psychological well-being

According to Ryff Carol (1995), psychological wellbeing is a multidimensional model of positive functioning well-being which has six distinct components of positive psychological functioning. These dimensions encompass a breadth of wellness that includes positive evaluations of oneself and one's past life (Self-Acceptance), a sense of continued growth and development as a person (Personal Growth), the belief that one's life is purposeful and meaningful (Purpose in Life), the possession of quality relations with others (Positive Relations With Others), the capacity to manage effectively one's life and surrounding world (Environmental Mastery), and a sense of self-determination (Autonomy).

The concept of feeling good includes not only the positive emotions of happiness and contentment, but also such emotions as interest, engagement, confidence, and affection (Huppert, 2009). The ability to function effectively in a psychological sense encompasses the

development of one's potential, having some control over one's life, having a sense of purpose (e.g. working towards valued goals), and experiencing positive relationships. Job insecurity on the other hand has been explained as powerlessness to maintain desired continuity in a threatened job situation (Greco, Laschinger & Wong 2006). In the past two decades most researches have often assessed psychological wellbeing with emphasis on disorder and dysfunction. There is however a drastic shift from disorders and dysfunctions to a grown focus on well-being and positive mental health (Huppert, 2009). This current study will employ the all-encompassing multifaceted framework in measuring psychological wellbeing, developed by Ryffs. Most importantly because there is more to well-being than just feeling happy and content with life. To add to that, Dekker and Schaufeli (1995) suggested that the prolonged exposure to job insecurity can result to the wearing out of the resources of the employee. Studies of this kind are needed at this crucial moment in Ghana, where the country has been plunged into a harsh economic climate affecting organizations operating in it. Hence, creating fears of job loss for the already employed.

Lam, Fan and Moen (2011) explored the research question whether job insecurity worse for well-being in turbulent times with health in context. Using a sample size of about 6,554, the researchers assessed the relationship between job insecurity and wellbeing depending on economic environment. They compared employees from the economic turbulent time and employees before the recession period as well as their income and gender. They found respondents with higher levels of job insecurity in 2010 reported lower levels of happiness compared to those similarly insecure in 2006. Again it was revealed that the relationship between job insecurity and days of reduced mental health becomes more noticeable for those who lived the turbulent period. To add to that, men with greater insecurity also showed low mental health in both 2006 and 2010. This finding supports the quest to conduct this present study in Ghana's heightened turbulent economic times.

In addition Strasser, De Castro and Takeuchi (2010) investigated the relationship between job dissatisfaction and psychological and physical health among Filipino immigrants in the United States. Using a cross-sectional sample size of 1,381 Filipino immigrants, the study finally found that job dissatisfaction was positively associated with both psychological distress and physical health conditions. This study revealed that job dissatisfaction has implications for health and well-being among workers. The researchers also controlled for socio demographic variables such as age, gender, education, income, and job category.. The limitation of this study is that psychological wellbeing was measured using distress and physical health condition. This present study seeks to measure an all engaging measure of psychological wellbeing by Ryff (1995).

Also, De Cuyper and NeleDe Witte (2006), in a study to investigate the impact of job insecurity and contract types on attitudes, well-being and behavioural reports, the researchers found that job insecurity is expected to be problematic in terms of outcomes for permanents, but not for temporaries. This study categorically addresses this issue by considering the role of job insecurity on job satisfaction, organizational commitment, life satisfaction, and self-rated performance among permanent employees (N = 396) as compared with temporary ones (N = 148). Again, no such differential effects are observed for life satisfaction and self-rated performance. However, a drawback to note was that the study was generally dominated with permanent employees, thus findings cannot be generalized because there was an obvious difference in the sample size of permanent and contract employees. Although to a large extent this reflects the work situation in Ghana, where most organizations are resulting to temporary agency workers, day contractors, and so on, this present study seeks to find out the

relationship between job insecurity and the psychological wellbeing of employees in similar work situations.

Sverke, Hellgren and Naswal (2002), conducted a meta-analysis to examine how job insecurity relates to behavioural outcomes. Results indicated that job insecurity has harmful effects for employees' organizational attitudes, health, job attitudes, and, to a large extent, their behavioral bond with the organization. It was identified that the behavioural consequences of insecurity were more unfavorable among blue collar workers, as compared to white collar workers. The findings suggested that there could be some limitation because the studies generally relied on a single-item measures of job insecurity. However, it is highly recommended to include the use of multidimensional measures, a broader range of outcomes and moderators, and most importantly the use of longitudinal designs in future research. The current research therefore utilizes a more elaborate and standardized measures to capture the construct.

In a study to compare the psychological well-being of insecure workers, Hans De Witte (1999) compared unemployed participants to insecure employees of a Belgian organization. The sample was very heterogeneous consisting of (46%) blue-collar workers, 24.5% white-collar workers, and 29.5% were junior or senior managers. The sample also had about 18% women with 57.5% was younger than 35 (11.5% being younger than 25), and 21% was older than 45 years. The result of the study shows that job insecurity reduces psychological well-being and job satisfaction, and increases psychosomatic complaints and physical strains. After assessing the background variables, such as gender and age, it was found that there was a significant interaction with gender. This research evidently indicated that gender moderated the association between job insecurity and well-being. However, job insecurity was not

related to psychological well-being among women. Among men, a significant increase in distress was noted among those who felt insecure, but not among the secure. Although the sample size was heterogeneous, no result was found on how blue collar employees differed on job insecurity as compared to white collar employees. The study generally confirms that job insecurity is associated with psychological distress. However, this current study in attempt to avoid all doubt used a sample size consisting of mainly blue collar workers of a steel manufacturing company, hence can be confidently generalized to other steel industries.

Also Dekker and Schaufeli (1995) investigated the relationship between job insecurity and psychological wellbeing of 100 employees from the public sector organisation at a moment when they were unsure whether or not they may be laid off. After two months, these same employees responded to a similar questionnaire. It became evident that some clearly knew they were made redundant. At this point, Dekker and Schaufeli (1995) found that the psychological wellbeing of employees who knew they were redundant was higher compared to employees who were still uncertain about their future in the organisation.

2.2.3 Relationship between Job insecurity and safety compliance

Masia and Pienaar (2011) investigated the relationship of work stress, job insecurity, satisfaction and commitment to safety compliance in a mine. Employing a cross-sectional survey design with a convenience sample size of 300 but received a responded questionnaire from 158, indicating 52% response rate. The results revealed that work stress and job insecurity had a negative relationship with safety compliance. The researchers found that only job satisfaction was a significant predictor of safety. The response rate of 52% although was appreciable, but can however pose problem to the generalisation of the results. This current study however went steps further to obtain 80% of response rate which can confidently boast of strongly representing the population.

Clarke (2002) added that temporary work is characterized by job insecurity, low control and uncertainty to predict their future employability. For more emphasis, Cox (1998) who explored the safety attitudes of manufacturing workers using a sample consisting of 2719 permanent workers and 172 temporary workers who were employed to reduce the production pressure on the organization. Cox (1998) found that the temporary workers held negative safety attitudes and were less committed to safety at work. In fact, it was revealed that temporary workers showed less interest and were more skeptical compared to permanent workers. However, the sample size of the temporary workers as compared to the permanent workers is very small and this leaves questions on the generalisation of this finding.

More so, Roger (1995), in a study investigated the relationship between temporary workers and their safety behaviours. Roger (1995) found temporary workers had little opportunity for social interaction. In such situations, contemporary workers who receive little pay, no benefits, low security on the job compared their input and output to permanent workers who engaged in similar tasks. It was revealed that these temporal workers held feeling of relative deprivation. Again, O'Reilly and Chatman (2000) added that contingent workers are less likely to experience low organizational commitment to managerial goal, thereby adversely affecting their safety compliance.

Furthermore, Probst and Brubaker (2001) examined the relationship between job insecurity and safety outcomes. The study drew participants from two separate geographically food-processing company plants located in the United States with sample size of about 300 employees. In their study, they found out that high job insecurity is negatively related to employee safety knowledge and motivation to comply with safety policies and procedures.

However questions still remained as in did job insecurity cause poor safety compliance or did poor safety compliance result in employees feeling insecure. Employees often face a conflict between production targets, quality assurance, and adherence to safety policies .The present study will establish the relationship between job insecurity and safety compliance.

In a time when layoffs are on the rise, it is important to understand the effects of employee job insecurity on these potentially competing demands. Again Probst (2002) conducted a laboratory experiment where he manipulated the threat of layoffs in a simulated organization and assessed its effect on employee productivity, product quality, and adherence to safety policies. Results proved that student participants faced with the threat of layoffs were more productive, yet violated more safety rules and produced lower quality outputs, than participants in the control condition. The major limitation associated with this study is that it adopted the experimental design which is limited by small sample size and small ecological validity. Therefore the cross-sectional study adopted in the present study employed large sample size capable for drawing inference to other population.

On the contrary, Parker et.al (2001) in a longitudinal study of 161 employees in a glass manufacturing company investigated the antecedents of safe working behaviours. The results from the research indicate that job insecurity is more positively related to safety behaviours among employees. Therefore this present research is crucial to either confirm or disconfirm what earlier researchers have suggested.

2.2.4 Moderating effect of Employee empowerment on job insecurity

Brockner, Spreitzer, Mishra, Hochwarter, Pepper and Weinberg (2004) conducted a study on perceived control utilizing two field studies made up of 1137 participants. In study one, they

analyzed how perceptions of control (organizational impact and self-determination) can reverse the negative effects layoffs have on the organizational commitment on layoff survivors. On the other hand, in study two, they investigated how perceived control can increase the job performance of layoff survivors. They found that when perceived control is relatively high, the negative influence of layoffs on employees' organizational commitment is reduced, indeed virtually eliminated. The methodological challenge in this research was that, they only measured perceived control, which is a facet of employee psychological empowerment. Spreitzer and Doneson (2005) cautioned that, to be able to effectively measure the effect employee empowerment, it should be measured both psychologically and relationally so as not to lead to misleading conclusions or omissions of certain important variables. However, the cumulative results from the study demonstrate that, when employees perceive high control in their jobs, it acts as an antidote thereby significantly reducing the negative effects layoffs can have on the organizational commitment and performance of layoff survivors. This research aids in the further understanding of job insecurity and employee psychological wellbeing can be effectively moderated by empowerment. It reveals some of the necessary conditions in which when employees are given greater autonomy will bring forth positive employee attitudes and behaviours (Brockner et al., 2004). . Hence the current study will investigate how employee empowerment will influence employee psychological well-being and safety compliance among employees.

2.2.5 Moderating effect of empowerment on psychological wellbeing

Akdag (2012) in a study investigated the impact of empowerment on work-life balance and employee well-being. Using a non-random convenience sampling, this study surveyed 72 employees and managers, 23 of which are female (32%) and the remaining 49 of them (68%) are male. He found out that empowerment and work-family balance has a strong effect on

mental and physical health wellbeing. Evidently, the sample size fairly covered both males and female, hence this study allows a great deal of external validity. This present study will as well confirm if indeed employee empowerment can positively influence one's psychological wellbeing in the Ghanaian context.

Stander and Rothmann (2010) conducted a research on psychological empowerment, job insecurity and employee engagement among 442 employees in a government and a manufacturing organisation. The implication of the results is that interventions that focus on the psychological empowerment of employees (viz. meaningfulness, competence, self-determination and impact) will contribute to the engagement (vigour, dedication and absorption) of employees. If job insecurity is high, it is crucial to attend to the psychological empowerment of employees. Hence, the present study seeks to examine how the moderating role of employee empowerment will play in the lives of employees experiencing job insecurity.

Laschinger (2001) in a study to investigate the impact of workplace empowerment, organisational trust on staff nurses work satisfaction and organisational commitment, found out that staff nurses felt that structural empowerment conditions in the workplace resulted in higher levels of psychological empowerment. This feeling of excitement strongly affects nurses' job strain and satisfaction. A predictive, non-experimental design was used to test Kanter's work empowerment theory in a random sample of 404 staff nurses selected from the professional registry list of a central Canadian province. Clearly, this research supports Kanter's model of an empowering organisation. Kanter (1993) argues that work environments that provide access to information, support, resources, opportunity to learn and develop are empowering and influence employee work attitudes, productivity, and

organizational effectiveness. The findings suggest that fostering environments that enhance perceptions of empowerment will have positive effects on organizational members and increase organizational effectiveness.

Fuller, Morrison, Jones, Bridger and Brown (1999), in a study explored the effects of psychological empowerment on transformational leadership and job satisfaction. A sample size of 230 nurses was drawn from a regional medical facility in the southeastern United States. It was found that empowerment is a key variable that significantly enhance the positive effects of transformational leadership behavior. Hence, empowerment increased intrinsic task motivation manifested in cognitions that reflect an individual's active orientation to his or her work role (Spreitzer, 1995). The study's sample framework was predominantly females and this could present constrains in an attempt to generalize the research findings to a male population.

2.2.6 The moderating effect of Empowerment on Safety compliance

Tucker, Chmiel, Turner, Hershcovis, Sandy and Chris (2008) conducted a study to investigate perceived organizational support for safety and employee safety voice and exploring the mediating role of co-worker support for safety. They used a cross-sectional survey with sample size of 213 of urban bus drivers in the United Kingdom. Results from the study showed that perceived co-worker support for safety fully mediated the relationship between perceived organizational support for safety and employee safety voice. This study adds to the fact that employee acknowledge the important role that co-workers can play in encouraging others to speak out about safety issues and also relates to how empowered employees are in an organisation. However, this present study will explore the moderating role of employee empowerment between job insecurity and safety compliance. Research has

shown that Employee empowerment is an effective organisational interventions used to ameliorate working conditions for utmost organisational output or performance.

More so, Probst (2004) introduced safety climate as a moderating variable between job insecurity and safety outcome. Using 136 production employees of a manufacturing organisation located in the Pacific northern west of United State, it was shown that organisational safety climate was positively related to safety compliance, safety knowledge and negatively related to accidents, near misses and injuries. Clearly, the result was consistent to earlier findings of Probst and Brubaker. They further found out that organisational safety climate was positively related to safety compliance. Thus, the findings suggest that an organisational safety climate has a key moderating effect on the negative consequences of job insecurity. In this regard, the current research also postulate that employee empowerment in the face of job insecurity can be positively related to safety compliance.

In general, these studies vividly explain the association between perceived job insecurity and psychological wellbeing and safety compliance.

2.2.7 Key Variables in the Study

Independent variable – Job insecurity

Dependent variable – Psychological wellbeing

Dependent variable- Safety compliance

Moderating variable – Employee empowerment

2.3 Rationale for Present study

It is therefore, useful to understand the concept of job insecurity; often an aftermath outcome of organizational restructuring, since if not well implemented and managed can result in a gross organizational loss. Yet, most researches have only focused on the effects of job insecurity on work attitudes in the neglect of psychological wellbeing and safety compliance of employees. For example, Davy and Scheck (1991) studied the effect of job insecurity on job satisfaction. Probst (2002) also explored the effect of job insecurity on work withdrawal behaviours such as absenteeism, tardiness and work task avoidance. Ashford (1998) also revealed that employees with job insecurity are more likely to quit their jobs. Evidently, many studies focused on the work attitudes while relegating important aspect of employees' lives such as their psychological wellbeing to the background.

Again generally, there has been a vague and narrowed way of measuring psychological wellbeing ,where most researchers focused on the physical health effects only (Strasser, De Castro & Takeuchi, 2010).This present study employs Ryff scale of psychological wellbeing which measures an all-encompassing aspect of wellness which include (Self-Acceptance), a sense of continued growth and development as a person (Personal Growth), the belief that one's life is purposeful and meaningful (Purpose in Life), the possession of quality relations with others (Positive Relations With Others), the capacity to manage effectively one's life and surrounding world (Environmental Mastery), and a sense of self-determination (Autonomy) Clearly, there is little evidence in literature providing knowledge on the impact of measures (such as employee empowerment) to attenuate the negative effects of job insecurity among employees in the Ghanaian organizations.

Also, a considerable number of research conducted on the relationship between safety compliance and psychological well-being (as antecedents) of job insecurity have mostly been done in western countries with very limited studies done in Africa while no such study has been conducted in Ghana to the best of my knowledge from literature read.

2.4 Statement of hypotheses

Based on the above reviewed literature, the study tested the following hypotheses

Hypothesis 1: Employees who report higher job insecurity will have lower psychological wellbeing than employees with lower job insecurity.

Hypothesis 2: There will be lower safety compliance among employees who record higher job insecurity than employees with lower job insecurity.

Hypothesis 3: The relationship between job insecurity and psychological wellbeing of employees will be moderated by employee empowerment; such that even in the face of high job insecurity the relationship between job insecurity and safety compliance will be strengthened by employee empowerment.

Hypothesis 4: Employee empowerment will moderate the relationship between job insecurity and safety compliance; such that even in the face of high job insecurity the employee empowerment will strengthen the relationship between job insecurity and safety compliance.

Hypothesis 5: Short tenure employees will experience higher safety compliance compared to long tenure employees.

2.4 Conceptual Framework

Conceptual framework is a graphical explanation of the key concepts and constructs or variables and the presumed relationships between them (Maxwell, 2005). The conceptual framework according to Miles and Huberman (1994) can be “rudimentary or elaborate, theory-driven, descriptive or casual”. Therefore, Rocco and Plakhotnik (2009) opines that the goal of a conceptual framework is to classify and describe concepts relevant to the study and map relationships among them.

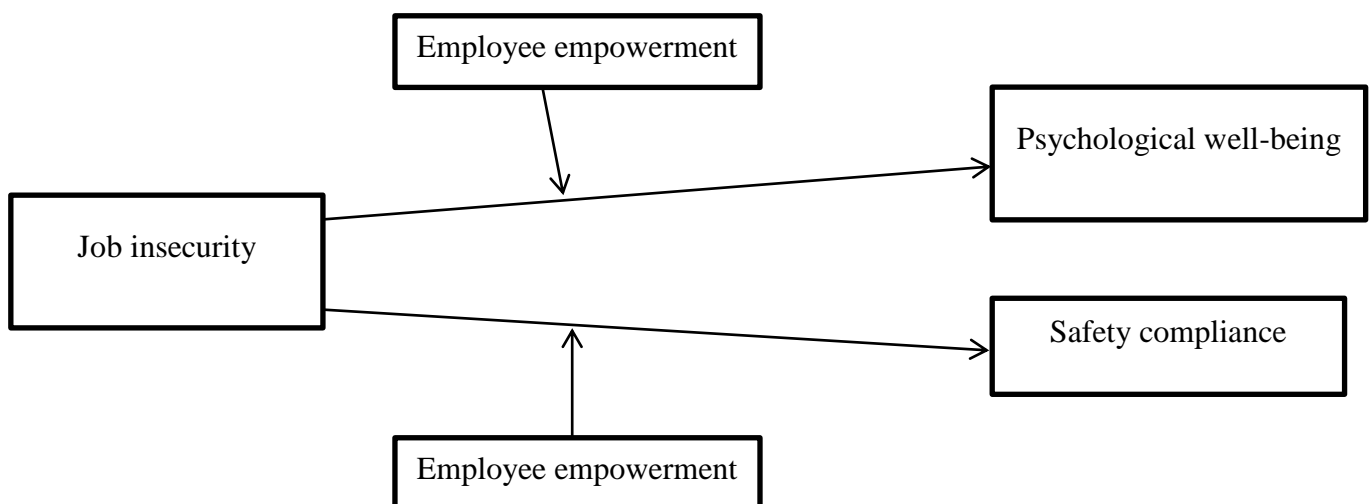


Figure 1: Proposed Conceptual Framework

Figure one is a summary of the hypothesized mapped relationships between the independent, moderating and dependent variables.

2.5 Operational definition of Variables

Within the context of the present study, the following terms have been defined as follows:

- **Job insecurity:** Job insecurity relates to people in their work context who fear that they may lose their jobs and become unemployed (De Witte, 2009).
- **Psychological wellbeing:** Is defined in terms of employees' feelings of fulfilment and purpose in their efforts (Wrzesniewski, 2003).
- **Employee empowerment:** When work environments allow access to information, resources, support and the opportunity to learn and develop are empowering, and enhance employees' power to accomplish work in an organization (Kanter, 1993).
- **Safety compliance:** Is the extent to which employees adhere to safety standards, regulations, procedures, legal obligations and requirements (Probst, 2001)

CHAPTER THREE

METHODOLOGY

3.1 Introduction

The chapter describes the research design and methods used during the data collection. It also describes the population, sampling framework and procedures for data collection. It further describes the measures or instruments that were used in the gathering of the data.

3.2 Population and sample

The target population of this study included all employees who are currently working at Ferro Fabrik limited. This is a typical steel manufacturing company located in the hub of Tema which has offered livelihood to many families. However, in the past, the company had undergone major restructuring where many of its employees were laid off with several others now employed on contract basis. The present study is basically determined to investigate the relationship between job insecurity, psychological wellbeing and safety compliance. The steel company where safety issues are very critical not only to the organization but also to the general public, is the most appropriate population to consider. Moreover, the recent restructuring is likely to affect the wellbeing and job security of the employees and thus make it prudent to use these employees. The present population is estimated to be 400 employees.

Quality sampling is characterized by the number of participants and the technique used in the study. To avoid wasteful results from undersized sample size, the study employed the approaches proposed by Bartlett, Kotrlik, and Higgins (2001) as well as Cohen (1998) Statistical Power in selecting what is typical to represent the population. According to Bartlett, Kotrlik, and Higgins (2001) table for determining sample size, an estimated population of 400 should have a minimum sample size of 150. Cohen (1998) Statistical

Power was also used to determine how adequate the sample size of 150 represents the population.

Table 3. 1: Summary of Demographics Characteristics of variables

Variables	Frequency	Percentage
Sex		
Males	99	82.5%
Females	21	17.5%
Total	120	100%
Marital Status		
Single	62	51.7%
Married	58	48.3%
Total	120	100%
Educational Background		
Masters	2	1.7%
First Degree	16	13.3%
HND	15	12.5%
SSCE/O/ALEVEL	54	45.0%
Artisan Qualification	33	227.5%
Total	120	100%
Tenure		
1-5	68	56.7%
6+	52	43.3%
Total	120	100%

As emphasized by Cohen (1992), the sample size that is required for correlational and multiple regression analyses are 85 and 116 respectively. This indicates that the sampling size can range from a minimum of 85 for performing correlation and regression analyses to a maximum of 196 as recommended by Bartlett, Kotrlik, and Higgins (2001). Dell, Holleran and Ramakrishnan (2002) also emphasized that with an estimated population size of 400, sample size ranging from 85 to 217 was enough to yield a medium effect size recommended by Cohen (1992). Since a sample size between 85 and 217 was appropriate, questionnaires were distributed among 150 employees who formed the sample size. Although the researcher sent out 150 questionnaires to the field, a total of 122 of the questionnaires were returned. This represented a response rate of (80%). However, out of the questionnaires returned, 120 were valid for data analysis. The 2 invalid questionnaires were not used because they were not fully completed. Out of the returned questionnaires were 99 males and 21 were females giving 82.5 % and 17.5% respectively. The male dominance in the sampling may be a reflection of the gender ratio in the Ghanaian steel manufacturing population.

3.3 Sampling technique

Both probability and non-probability sampling techniques were used. The study started with stratification, where employees were randomly selected from already existing departments. However, it was difficult continuing with the probability sampling because of the dispersed nature of work and shift system run by the workers. Some participants were therefore selected using the convenience non-probability sampling technique. In using the convenience sampling, the participation in the study was based on interest and willingness of respondents. Any available employee who have spent at least one year in the organization was selected to take part in the study. This sampling technique was used for the study because it was very easy to carry out with few rules governing how the sample was collected. It is also considered

easiest, cheapest and least time consuming. The sample size was arrived at in a relatively fast and inexpensive way.

3.4 Design

The study employed a quantitative cross sectional survey design. This design was used because the study involves looking at a population on some key variables at one specific point in time. It does not determine cause effect relationship but can provide a quick look at correlations that may exist at a particular point in time. Thus, can aid in analysing the direction, degree, magnitude, and strength of the relationships or associations between the independent variable (job insecurity) and the dependent variables (psychological wellbeing and safety compliance) and also the moderating effect (employee empowerment) on these relationships. With the survey methodology, questionnaires were used to solicit for information from respondents, which ensured that a large number of participants were covered within a short period of time. The focus of this design is not to establish a cause-effect relationship but to examine the relationships between the predictor variables and the criterion variable. Moreover, this design was chosen because it is the most appropriate owing to the fact that the study was concerned with finding out the relative accuracy with which the dependent variable could be predicted using a number of predictor variables (Brewerton & Milward, 2001)

3.5 Measures

The questionnaires for this study were categorized into five sections. The first section sought for information regarding respondent's demographic characteristics and basic work information. The second section consisted of measures of job insecurity. The Perceived Job Insecurity scale (Ashfold, Lee & Bobko, 2001) was used. The third section was also made up

of the Psychological Wellbeing Scale (Ryff, 2005) which measured the feeling of wellbeing among the employees. The fourth section equally measured safety compliance among the employees. Safety compliance was assessed using the Safety Compliance Scale developed by Zohar (1980). The last section measured employee empowerment. Empowerment also measured using the Perceived Employee Empowerment Scale designed by Bob E. Hayes (1994).

Detailed descriptions of the measures are provided below:

3.5.1 Demographic Questionnaire

The demographic data was completed by all respondents. The questionnaire focused on questions regarding the name of their organization, gender, position, type of task and tenure of work. Tenure was categorized into: short term (employees with tenure between 1-5 years), long term (employees with tenure more than 5 years)

3.5.2 Job Insecurity Scale

The Job Insecurity Inventory (JII) was developed primarily to measure employees' feelings of job insecurity. It is a 13-item Job insecurity Scale developed by Ashfold, Lee and Bobko (2001). The author reported reliability estimates of .74 for the job insecurity scale. The response format consist of a five point likert type ranging from (1= strongly agree to 5= strongly disagree). The standard alpha for the present study is .774. Some items on the scale include 'I think that I will be able to continue working in this organisation', 'I am worried about keeping my job' etc.

The job insecurity scale (13 items) is scored on the five point likert scale ranging from 1 – 5. Scores will therefore range from 13 – 65 with a higher score indicating higher level of job

insecurity. The scale presents a mean score of 39, with 13 as least score and 65 as the highest or maximum score. Higher job insecurity: participants recorded scores between 40 to 65 on the job insecurity inventory. Lower job insecurity participants on the other hand participants obtained score from 13 to 39 on the job insecurity inventory.

3.5.3 Psychological Wellbeing Questionnaire (PWQ)

The psychological wellbeing of the employees was measured using the Ryff Scales of Psychological Well-Being (Ryff, 2005). The Ryff Scales of Psychological Well-Being is a theoretically grounded instrument that specifically focuses on measuring multiple facets of psychological well-being. These facets include the following: self-acceptance, the establishment of quality ties to other, a sense of autonomy in thought and action, the ability to manage complex environments to suit personal needs and values, the pursuit of meaningful goals and a sense of purpose in life and the continued growth and development as a person. This straightforward inventory is easy to access and administer. The original Ryff inventory consists of either 84 questions (long form). However, the shortened version that consists of 20 questions was employed. The short version of the scale had a reliability of .89. However the current study records .993 as reliability alpha. Respondents rate statements on a scale of 1 to 5, with 1 indicating strong disagreement and 5 indicating strong agreement.

The following are some statements from the well-being measured by the Ryff inventory: I don't feel particularly pleased with the way, I am intensely interested in other people, I feel that life is very rewarding, I have very warm feelings towards almost everyone, I rarely wake up feeling rested. The PWQ also presents mean score to be 60, with the least respondent scoring 20 and the maximum scoring 100.

5.5.4 Safety Compliance Scale (SCS)

Safety Compliance was measured using Safety Compliance Scale adopted from Zohar (1980) safety climate scale, modified and used by Lu and Tsai (2011). These items were related to perceived safety compliance of the employees. The scale has 11 items. The Cronbach alpha value for this construct was .90 reported by Lu and Tsai (2011). The present study reports .73 as reliability alpha. Some items on the scale include” I overlook safety procedures in order to get my job done more quickly, I Handle all situations as if there is a possibility of having an accident “etc.

The safety compliance scale was measured on a five point likert scale ranging from strongly agree (5) to strongly disagree (1) for each item. Each respondents total scores ranged from 1–55 for the entire compliance scale. The highest possible score for each respondent was 55 and the minimum possible score was 1. The mean score of this scale is 33, with 11 as least score and 55 as the maximum scores by respondents.

3.5.5 Employee Empowerment Scale (EES)

Employee Empowerment Scale (EES) consisted of 14-item measured on a Likert-type scale (1 = strongly disagree to 5 = strongly agree) developed by Bob E. Hayes (1994).It has an internal consistency of .83. Again, this study records reliability alpha of .70. A sample item is “I have authority to correct problems when they occur”. The EES produced mean scores to be 42, with 14 as least score and 70 as highest possible score.

3.6 Procedure

To ascertain the psychometric properties of the scales that make up the questionnaire, the study began with a pilot study. The details of the pilot and main study conducted are provided below:

3.6.1 Pilot Study

A pilot study was conducted using a total of 30 respondents from Western Steel and forging Company which is also a steel manufacturing company to ascertain the appropriateness of the various measures. Four main scales were tested. The Cronbach's Alpha reliability was calculated for all the scales to establish the appropriateness of the scales. The Job Insecurity scale yielded a total alpha value of .76 (= .76). The Cronbach's alpha value of .81 (= .81) was recorded for the Employee Empowerment. Furthermore, the Psychological Wellbeing also had an alpha value of .86 (= .86), The Safety compliance scale had also recorded an alpha value of .80 (= .80). This indicates that each of the scales employed are reliable. Furthermore, the questionnaires were returned and comments made by participants showed that they were clear about the content of the questionnaires. Hence no change was made and therefore the scales were adopted for the main study.

3.6.2 Main study

Before starting the study, a letter of introduction from the Psychology Department, University of Ghana, Legon was taken along with the clearance certificate to the research setting. Thereafter, an appointment date was set for data collection at the organization.

The human resource administrator of the selected organization was the first point of contact, and he made it possible to access the various departmental heads. These departmental heads also make available the workers under their respective units. The participants from the

selected organization were conveniently sampled. This technique involves utilizing participants who are readily available (Leedy & Ormrod, 2005). The participants were made to provide their informed consent before the questionnaires are given out and they were equally assured of ethical issues such as anonymity and confidentiality of responses they provided(See Appendix).

Four weeks was scheduled for the entire data collection. The questionnaire were distributed to the participants and left at their disposal to complete within the specified period. However, the researcher made periodic visits to the organization to collect completed questionnaires and also to address any questions or concerns. The research respondents were made to sign an informed consent form and assured of ethical issues such as anonymity and confidentiality of responses provided and they were further asked not to provide their names on the questionnaires.

Data Analysis

Hypothesis one and two were analysed using multivariate analysis of variance (MANOVA). The multivariate analysis of variance (MANOVA) was done to examine the effect of job insecurity on psychological wellbeing and safety compliance. Mostly, it is advantageous to use MANOVA in order to help control the risk of committing a type error.

Hypothesis 3 and 4 were analysed using Hierarchical Multiple Regression. Again, hypothesis 5 was analysed using one way analysis of variance (ANOVA).

3.7 Ethical considerations

The ethical clearance was first sought and cleared by the ECH at legon. In accordance with the American Psychological Association (APA) ethical code, guidelines are given to guide psychologist in the conduct of their research. The ultimate goal of this code is to protect the rights and welfare of survey respondents or groups who partake in a study. In the conduct of the present study, the researcher paid particular attention to ensuring the APA guidelines were adhered to the latter throughout the conduct of the study. In the selection of research participants for instance, under no circumstance was coercion or inducement utilized. Only participants who volunteered to take part in the study were used.

As directed by the APA guidelines (2005), informed consent, right to decline participation at any point of the research was strictly adhered to. This is because; participants were informed of their right to drop out of the study at any point they wished. Confidentiality of the responses of participants was also adhered to at every step of this study. This is because all participants were assured of their confidentiality of their responses on the consent forms and also total anonymity design with focus on survey research design method, in which potential participants were purposively selected within the sampling frame to participate in the study.

CHAPTER FOUR

RESULTS

4.1 Introduction

The present study investigated the relationship between job insecurity, psychological wellbeing and safety compliance among employees in steel manufacturing company. The role of employee empowerment on the psychological wellbeing of worker and on their safety compliance was also assessed. Five hypotheses were stated and tested. The first was to determine whether employees who report higher job insecurity will have lower psychological wellbeing. The second also assessed whether there will be lower safety compliance among employees who record higher job insecurity. The third however was to ascertain whether the relationship between job insecurity and psychological wellbeing of employees will be moderated by employee empowerment. The fourth also investigated whether employee empowerment will moderate the relationship between job insecurity and safety compliance. Finally, the fifth examined whether short tenure employees will experience higher safety compliance compared to long tenure employees.

The Statistical Package for Social Science (SPSS) version 20.0 was employed in the analysis of data collected. The analysis was done in two main stages. The first stage consisted of the preliminary analysis (normal description of variables, factor analysis, reliability analysis, descriptive analysis and Pearson's Product moment correlation coefficient among the core variables of the study) and the second was also made up of the hypotheses testing.

4.2 Preliminary Analysis

The preliminary analysis consists of the following steps: normal description of variables, factor analysis, descriptive analysis, reliability analysis, and Pearson's Product moment correlation coefficient among the core variables of the study.

Table 4. 1: Summary of the Means, Standard Deviation, Skewness and Kurtosis (N=120)

	Min	Max	Mean	SD	Skewness	Kurtosis
Insecurity	26.00	65.00	43.30	7.57	.352	.255
Psychological Wellbeing	37.00	84.00	58.12	8.67	-.331	.110
Safety Compliance	23.00	69.00	40.26	7.03	.811	.396
Empowerment	25.00	66.00	43.52	7.57	.111	.509

4.2.1 Analysis of the normal distribution of variables

The results displayed in Table 4.5 indicate that the data was normally distributed as the test for normality produced Skewness and Kurtosis figures that fell between -2 and +2 (Tabachnick & Fidell, 2007). The establishment of the normal distribution of the data meant that parametric statistical tests could be used for the study.

4.2.2 Factor Analysis

Factor analysis conducted on the various scales showed that each scale possessed construct validity and were valid in the given organizational context. This aided the researcher to ascertain if the items that make up the scales would produce factor loadings that indicated that they could be considered to be part of a single construct (Field, 2005). It also allowed the researcher to determine if factor loadings on the scales were similar to the factor loadings on the original scales. The results of the factor loadings based on a principal component analysis of the various scales are therefore presented below.

Table 4. 2: Factor loadings based on a principal analysis for 13 item job insecurity scale (N=120)

ITEMS	Factor loading
1. I think that I will be able to continue in this organization	.37
2. The organization can sack anyone at any giving time.	.67
3. No one can boast of secure job of late	.47
4. I am worried about keeping my job’.	.70
5. I am uncertain about whether I will be able to retain my job	.64
6. It has never appeared to me that I can be sacked	.51
7. I have all the skills needed to work in this organization forever	.54
8. The organization can die out at any time	.68
9. I am worried that I will become unemployed	.66
10. I think that the organization have good plans for my future	.38
11. I know I will work in this organization forever	.64
12. Job redesign can take place at any time	.41
13. My future with this organization is not secured	.65

Job Insecurity Questionnaire (JIQ)

The JIQ’s 13-item questionnaire was subjected to the principal components analysis (PCA) using SPSS. Before the PCA analysis, the suitability of the scale for factor analysis was evaluated. Many of the coefficients recorded .3 and above on the correlation matrix. The Kaiser-Meyer-Oklun value was .771, which is greater than the value of the .6 recommended (Kaiser, 1970, 1974). The Barlet’s Test of Sphericity (Bartlett, 1954) was statistically significant ($\chi^2 (78) = 473.989, p = .000$), which further aided in the factor analysis of the

correlation matrix. The communalities were all above .3 and ranged from (.37 to .68) further confirming that each item shared some common variance with other items. Given these overall indicators, factor analysis was deemed to be suitable with all the 13 items. Principal components analysis revealed the presence of one component with eigenvalue exceeding 1, explaining 32.27% of the variance. All the factors loaded onto one component. For this analysis, the Varimax rotation was carried out. Table 4.2 indicates that all the items loaded considerably on one component.

Psychological wellbeing Questionnaire (PWQ)

The PWQ's 20-item questionnaire was subjected to the principal components analysis (PCA) using SPSS. Before the PCA analysis, the suitability of the scale for factor analysis was evaluated. Many of the coefficients recorded .3 and above on the correlation matrix. The Kaiser-Meyer-Okin value was .870, which is greater than the value of the .6 recommended (Kaiser, 1970, 1974). The Barlett's Test of Sphericity (Bartlett, 1954) was statistically significant, which further aided in the factor analysis of the correlation matrix. The communalities were all above .3 and ranged from (.34 to .81) further confirming that each item shared some common variance with other items. Given these overall indicators, factor analysis was deemed to be suitable with all the 20 items. Principal components analysis revealed the presence of one component with eigenvalue exceeding 1, explaining 30.998% of the variance. All the factors loaded onto one component. Table 4.3 indicates that all the items loaded considerably on one component.

Table 4. 3: Factor loadings based on a principal analysis for 20 item Psychological wellbeing scale (N=120)

ITEMS	Factor loading
1. I don't feel particularly pleased with the way I am	.73
2. I am intensely interested in other people	.49
3. I feel that life is very rewarding	.71
4. I have very warm feelings towards almost everyone	.69
5. I rarely wake up feeling rested	.55
6. I am not particularly optimistic about the future	.75
7. I do not have a particular sense of meaning and purpose in my life	.73
8. I feel that I am not especially in control of my life	.65
9. I don't feel particularly healthy	.80
10. I do not think that the world is a good place	.61
11. I do not have fun with other people	.58
12. I am well satisfied about everything in my life	.45
13. I usually have a good influence on events	.39
14. There is a gap between what I would like to do and what I have done	.34
15. I do not have particularly happy memories of the past	.60
16. I find beauty in some things	.42
17. I always have a cheerful effect on others	.83
18. I often experience joy and elation	.79
19. I feel I have a great deal of energy	.48
20. I feel fully mentally alert	.81

Table 4. 4: Factor loadings based on a principal analysis for 11 item safety compliance scale (N=120)

ITEMS	Factor loading
1. I overlook safety procedures in order to get my job done more quickly	.40
2. Follow all safety procedures regardless of the situation I am in	.71
3. Handle all situations as if there is a possibility of having an accident	.62
4. Wear safety equipment required by practice	.53
5. Keep my work area clean	.72
6. Encourage coworkers to be safe	.83
7. Keep my work equipment in safe working condition	.39
8. Take shortcuts to safe working behaviors in order to get the job done faster	.49
9. Do not follow safety rules that I think are unnecessary	.52
10. Report safety problems to my supervisor when I see safety problem	.60
11. Correct safety problems to ensure accident will not occur.	.60

The SCS's 11-item questionnaire was subjected to the principal components analysis (PCA) using SPSS. Before the PCA analysis, the suitability of the scale for factor analysis was evaluated. Many of the coefficients recorded .3 and above on the correlation matrix. The Kaiser-Meyer-Okin value was .792, which is greater than the value of the .6 recommended (Kaiser, 1970, 1974). The Barlett's Test of Sphericity (Bartlett, 1954) was statistically significant ($\chi^2 (55) = 376.083, p = .000$), which further aided in the factor analysis of the correlation matrix. The communalities were all above .3 and ranged from (.39 to .83) further confirming that each item shared some common variance with other items. Given these overall indicators, factor analysis was deemed to be suitable with all the 20 items. Principal components analysis revealed the presence of one component with eigenvalue exceeding 1,

explaining 32.311% of the variance. All the factors loaded onto one component. Table 4.4 indicates that all the items loaded considerably on one component.

Table 4. 5: Factor loadings based on a principal analysis for 14 item employee empowerment scale (N=120)

ITEMS	Factor loading
1. I am allowed to do almost anything to do a high quality job	.61
2. I would like a job that would allow me more authority	.60
3. I have authority to correct problems when they occur	.64
4. I am allowed to be creative when I deal with problem at work	.65
5. I do not have to go through a lot of red tape to change things	.77
6. I have a lot of control over how I do my job	.61
7. I do not need to get management approval before I handle problems	.63
8. I have a lot of responsibilities in my job	.70
9. I am encouraged to handle job related problems by myself	.58
10. I can make changes on my job whenever I want	.57
11. I have to follow procedures closely in my job	.40
12. I have to go through a lot of red tape in getting things done around here	.43
13. I wish management would give me more authority	.39
14. I can take charge of problems that require immediate attention	.62

The EES's 14-item questionnaire was subjected to the principal components analysis (PCA) using SPSS. Before the PCA analysis, the suitability of the scale for factor analysis was

evaluated. Many of the coefficients recorded .3 and above on the correlation matrix. The Kaiser-Meyer-Okin value was .792, which is greater than the value of the .6 recommended (Kaiser, 1970, 1974). The Barlett's Test of Sphericity (Bartlett, 1954) was statistically significant ($\chi^2(91) = 595.098, p = .000$), which further aided in the factor analysis of the correlation matrix. The communalities were all above .3 and ranged from (.39 to .77) further confirming that each item shared some common variance with other items. Given these overall indicators, factor analysis was deemed to be suitable with all the 20 items. Principal components analysis revealed the presence of one component with eigenvalue exceeding 1, explaining 36.84% of the variance. Table 4.5 indicates that all the items loaded considerably on one component. The factor analysis conducted generally achieved construct validity in terms of psychometric property requirement.

4.2.3 Reliability Analysis of the Scales

The coefficient of internal consistency (Cronbach's alpha) was computed prior to the main study to ascertain the reliability of the scales being utilized in the study. An appreciable level of internal and external consistency of scores on the instruments was observed as depicted in Table 4.6 below. In a nutshell, results of the reliability analysis therefore meet the requirement of internal consistency as a psychometric property. This therefore boosted the confidence of the researcher in the use of the scales as the reliability of the scales was confirmed and established. See appendix for reliability analysis output from SPSS.

Table 4. 6: Reliability Analysis of the Scales

	Cronbach alpha (α)
Job insecurity	.77
Psychological wellbeing	.99
Safety compliance	.73
Employee empowerment	.70

4.2.4 Descriptive statistics

The descriptive statistics was generated from the summary of the raw data to generate the means and standard deviations of the sample used. As indicated in Table 4.5 above, the standard deviation(s) observed in relation to their respective mean(s) show small standard deviations in relation to the means. This implies that majority of the respondents scores were close to the mean score. Therefore, the individual variations as compared to the mean were widely spread. The mean scores of the original scale recorded 39. However this present study presents a mean score of 43.30 which implies that as compared to the original scale, the present study reports respondents with higher job insecurity. With the PWQ, a mean of 58.12 was recorded for the present study as compared to a mean score of 50 for the original scale. This explains that respondents from the current study report higher wellbeing as compared to the mean arrived at in the original scale. Again the Safety compliance scale of the present study had a mean score of 40.26 as compared to 33 mean score recorded for the original scale. This further explains that higher scores was recorded safety compliance scale in the present study. Furthermore, EES of the original scale recorded 42, however this current study presents a mean score 43.52. Hence, the present study record higher level of empowerment compared to

the original. The results of the demographic characteristics of the respondents are displayed in Table I of Chapter 3.

4.2.5 Pearson correlations among study variables

The preliminary analysis had its final step being the computation of the Pearson Product moment correlations among all the variables in the study. The summary of the outcome is presented in Table 4.6 below

Table 4. 7: Summary of Pearson Correlation between Independent, Dependent and Moderating Variables

Variables	1	2	3	4
1 Job Insecurity	-			
2 Employee Empowerment	-.410**	-		
3 Psychological Wellbeing	-.540**	.403**	-	
4 Safety Compliance	-.433**	.540**	.542**	-

**p<.01, N=120

NB: The figures in brackets are the alpha values

Table 4.7 presents the correlations among the variables. The strength of the relationships in Table 4.7 above was interpreted using the following parameters: very low (.01 - .1), low (.2 - .3), moderate (.4 - .5), substantial (.6 - .7), and high (.8 - .9), correlations above 0.90 indicate multicollinearity (Field, 2005). All the correlations indicated significant relationships. Overall, most correlations indicated moderate and positive relationships among the four variables. Among the variables (job insecurity, employee empowerment, psychological wellbeing and safety compliance).The relationship between psychological wellbeing and safety compliance was the highest ($r = .542$, $n=120$, $p<.01$), whereas the relationship between employee empowerment and psychological wellbeing was the weakest ($r = .403$ $n= 120$ $p<.01$).

4.3 TESTING THE HYPOTHESES

The hypotheses were tested according to how they were stated. The test used for each hypothesis is stated and the summary results presented. The summarized result is then interpreted.

4.3.1 Testing for the main effects

H1: Employees who report higher job insecurity will have lower psychological wellbeing.

H2: There will be lower safety compliance among employees who record higher job insecurity.

These hypotheses were analyzed using MANOVA after the participants were categorised into two groups in the analysis based on their level of perceived job insecurity (IV). The multivariate analysis of variance (MANOVA) was performed to investigate the effect of job insecurity on psychological wellbeing (DV) and safety compliance (DV). The independent variable is job insecurity categorized into low job insecurity (LJI) and high job insecurity (HJI). From the results in table 4.8 below, it revealed that there was a statistically significant effect of job insecurity on psychological wellbeing and safety compliance combined $F(1,118) = 9.378, p = .000$; Wilks' Lambda = .862; partial eta squared = .138. Thus hypothesis 1 and 2 were confirmed. Given the significance of the overall test, the univariate main effects were examined. Significant univariate main effects were obtained for job insecurity on psychological wellbeing, $F(1,118) = 10.244, p = .002$; partial eta squared = .080, and job insecurity on safety compliance $F(1,118) = 17.134, p = .000$; partial eta squared = .127. The summary of the results from the means of the groups on the various job insecurity outcome and MANOVA are presented below.

Table 4. 8: Summary of means and MANOVA Results of Job insecurity effect on Psychological wellbeing and Safety compliance

DV	low JI		High JI		df	F	p	n
	Mean	SD	Mean	SD				
PWB	61.51	7.029	56.37	8.955	1,118	10.244	.002	.080
SC	43.73	8.634	38.47	5.672	1,118	17.134	.000	.127

The means of the groups show that, those who reported high job insecurity had lower psychological well-being and lower safety compliance compared to those who lower job insecurity ($56.37 < 61.51$; $38.47 < 43.73$). The findings therefore supported the stated hypothesis 1 that ‘Employees who report higher job insecurity will have lower psychological wellbeing’. Again the results supported hypothesis 2 which indicated that ‘There will be lower safety compliance among employees who record higher job insecurity.’

4.3.2 Testing for the moderation effect

A moderator is a variable that alters the direction or strength of the relation between a predictor and an outcome (Holmbeck, 1997), thus, a moderator effect is nothing more than an interaction whereby the effect of one variable depends on the level of another. As a requirement for testing for moderation effect, there should be a relationship between the predictor variable(s) and the criterion variables (Holmbeck, 1997).

To test hypotheses 3 and 4 that seek to find out whether employee empowerment will moderate the relationships between job insecurity and psychological wellbeing as well as job insecurity and safety compliance, the procedures proposed by Baron and Kenny (1986) for testing moderation effect using hierarchical multiple regression was used. According to Baron and Kenny (1986), a common framework for illustrating moderating effect from both

correlational and experimental perspectives is possible using a causal path analysis. The three causal paths as illustrated on the diagram below (a, b, and c) was used. This involves being fed into the criterion or dependent variable (DV), psychological wellbeing or safety compliance: the effect of the IV (job insecurity) on the DV (psychological wellbeing or safety compliance) (path a), the effect of the moderation variable (employee empowerment) on the DV (psychological wellbeing or safety compliance) (path b), and the interaction or product of these two paths on the DV (path c). The moderator hypothesis is supported if the interaction term (path c) is significant (Baron & Kenny, 1986). With respect to the interaction term, the independent and the moderating variables were centred to reduce the effect of multicollinearity (Aiken & West, 1991). In centring, the mean value of the variable was subtracted from the individual scores of the variables.

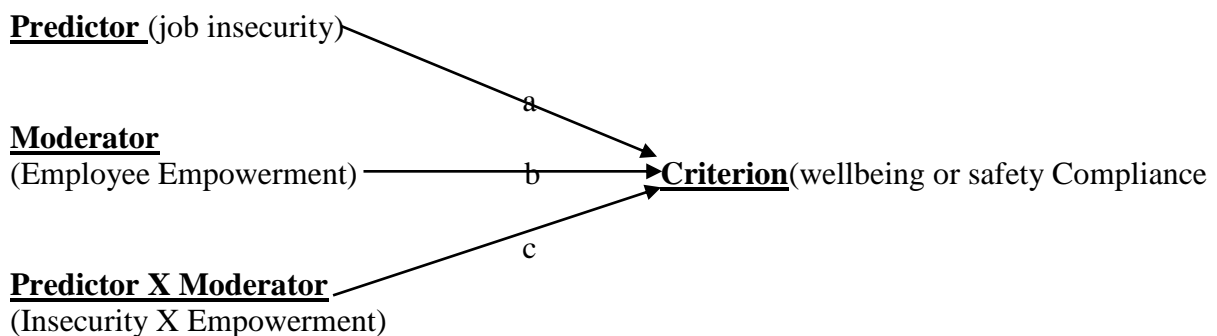


Fig 2: Path diagram of moderation model (Baron & Kenny, 1986)

Hypothesis 4: *The relationship between job insecurity and psychological wellbeing of employees will be moderated by employee empowerment.*

To test this hypothesis the hierarchical regression in which three distinct steps are stipulated was conducted. The main effect of job insecurity was entered first, the main effect of moderator (employee empowerment) was entered second, and the interaction term (job insecurity and empowerment) was entered third (Aiken & West, 1991). The basic requirement for testing for moderation effect that there should be a relationship between the

predictor variable(s) and the criterion variables (Holmbeck, 1997) was met as illustrated in Table 4.7. The results of the moderation analyses is shown in Table 4.9 and 4.10

Table 4. 9: Hierarchical Multiple Regression for the moderation effect of Employee Empowerment on the relationship between Job Insecurity and Psychological Wellbeing

Model		B	Std. Error	β	P
Step 1	(Constant)	84.902	3.897		.000
	Insecurity	-.618	.089	-.540***	.000
Step 2	(Constant)	69.563	6.952		
	Insecurity	-.516	.095	-.450***	.000
	Empowerment	.250	.095	.219*	.000
Step 3	(Constant)	58.206	18.061		
	Insecurity	-.241	.415	-.210	.002
	Empowerment	.521	.408	.455	.563
	Insecurity*empowerment	-.007	.010	-.264	.205

$R^2 = .292$ for step 1, $R^2 = .332$ for step 2, $R^2 = .334$ for step 3, $\Delta R^2 = .292$ for step 1, $\Delta R^2 = .040$ for step 2, $\Delta R^2 = .002$ for step 3, *** $p < .01$, * $p < .05$

From Table 4.9, it can be inferred from the first step that job insecurity had a significant influence on employee wellbeing ($\beta = -.540$, $p < .001$). In the second step, employee empowerment also explained a significant increase in variance of employee wellbeing ($\Delta R^2 = .040$, $\beta = -.219$, $p < .05$). In the third step of the regression analysis, the interaction term between job insecurity and employee empowerment explained an insignificant increase in variance in employee wellbeing ($\Delta R^2 = .002$, $\beta = -.264$, $p = ns$). Thus, employee empowerment was not a significant moderator of the relationship between job insecurity and employee wellbeing. The third hypothesis which stated that the relationship between job insecurity and psychological wellbeing of employees will be moderated by employee empowerment was not supported.

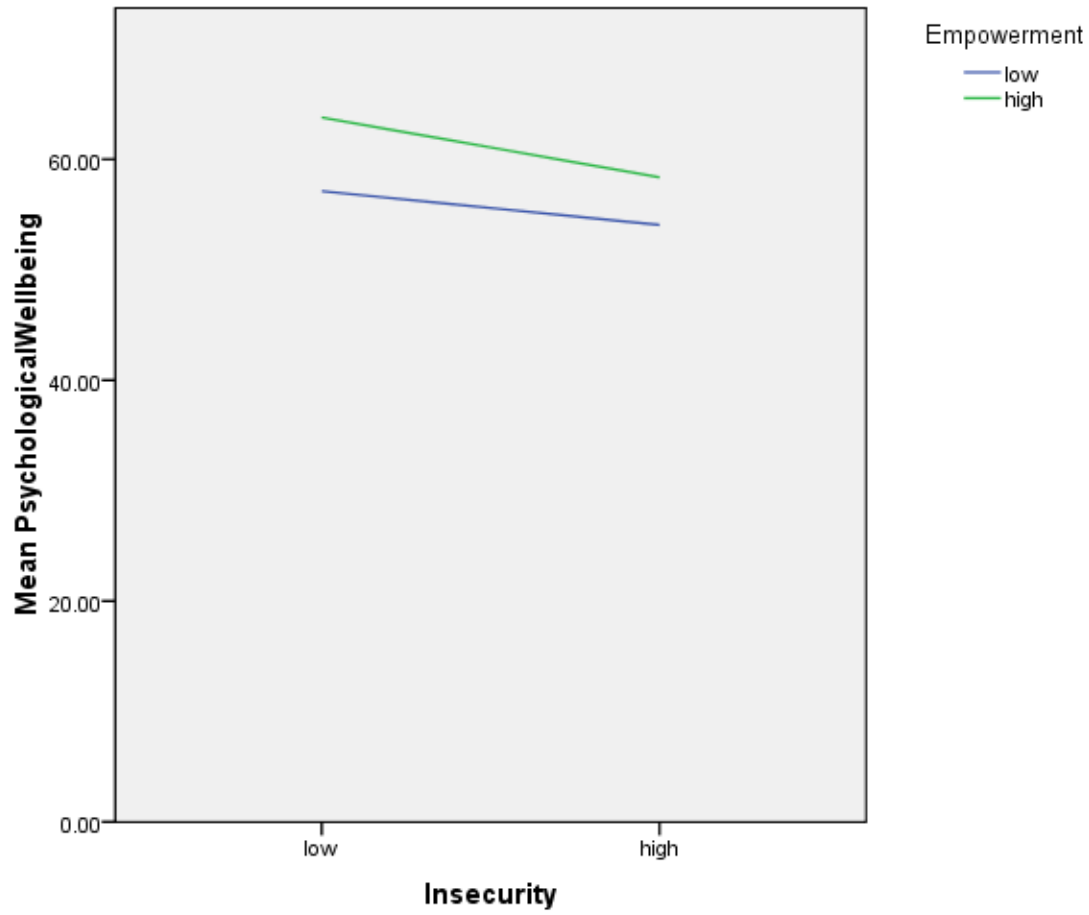


Figure 3. Graph showing slop analysis of moderating effect of empowerment between job insecurity and psychological wellbeing

Clearly from the graph above there was no moderation effect, such that although employee empowerment increases psychological wellbeing drastically reduces in the face of high job insecurity. Therefore this graph supports the result of hypothesis 3 which stated that employee empowerment could not moderate the relationship between job insecurity and psychological wellbeing.

Hypothesis 4: *Employee empowerment will moderate the relationship between job insecurity and safety compliance*

The hierarchical regression involving three distinct steps was conducted for this hypothesis. The main effect of job insecurity was entered first, the main effect of employee empowerment (moderator) was entered second, and the interaction term (job insecurity and employee empowerment) was entered third (Aiken & West, 1991). The basic requirement for testing for moderation effect that there should be a relationship between the predictor variable(s) and the criterion variables (Holmbeck, 1997) was met as illustrated in Table 4.7. The result of the three distinct hierarchical steps is shown in Table 4.10.

Table 4. 10: Results of Hierarchical Multiple Regression Analyses for the moderation effect of Employee Empowerment on the relationship between Job Insecurity and Safety Compliance

Model		B	Std. Error	B	p
Step 1	(Constant)	57.723	3.388		
	Insecurity	-.403	.07	-.434***	.000
Step 2	(Constant)	32.856	5.582		.000
	Insecurity	-.237	.076	-.255**	.002
	Empowerment	.406	.076	.436***	.000
Step 3	(Constant)	-3.157	14.071		
	Insecurity	.636	.323	.684*	.051
	Empowerment	1.264	.318	1.360**	.000
	Insecurity * Empowerment	-.021	.008	-1.030**	.006

$R^2 = .188$ for step 1, $R^2 = .346$ for step 2, $R^2 = .387$ for step 3, $\Delta R^2 = .188$ for step 1, $\Delta R^2 = .158$ for step 2, $\Delta R^2 = .041$ for step 3, *** $p < .001$, ** $p < .01$, * $p < .05$

The step 1 of Table 8 indicate that job insecurity had a significant influence on employee safety compliance ($\beta = -.434$, $p < .001$). The second step also indicated that employee empowerment explained a significant increase in variance of employee safety compliance ($\Delta R^2 = .158$, $\beta = .436$, $p < .001$). From the third step of the regression analysis, the interaction

term between job insecurity and employee empowerment explained a significant increase in variance in safety compliance ($\Delta R^2 = .041$, $\beta = -1.030$, $p < .01$). Thus, the fourth hypothesis which stated that Employee empowerment will moderate the relationship between job insecurity and safety compliance is supported. This explains that employee empowerment strengthens the relationship between job insecurity and safety compliance.

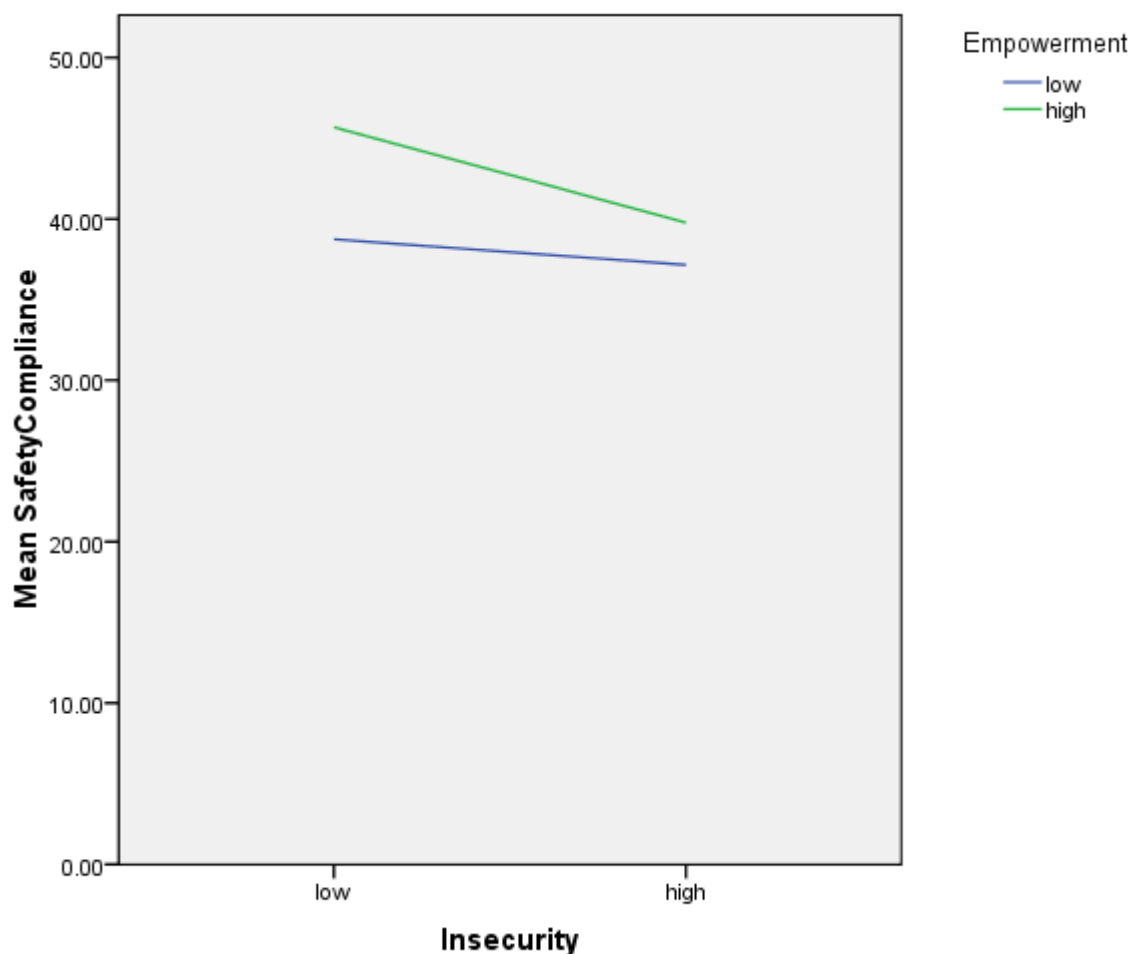


Figure 4 Graph showing slop analysis of moderating effect of empowerment between job insecurity and safety compliance.

The slop graph above indicates that employee empowerment strengthens the relationship between job insecurity and safety compliance. Such that when employee empowerment

increases, job insecurity reduces with safety compliance also increasing. And again when employee empowerment reduces job insecurity increases, with safety compliance also decreasing. This graph therefore supports the fourth hypothesis which indicated that employee empowerment will moderate the relationship between job insecurity and safety compliance.

H5: “Short tenure employees will experience higher safety compliance compared to long tenure employees”. This hypothesis was analyzed using the independent t-test because the mean scores of two independent groups (short tenure and long tenure employees) were compared on only one dependent measure (safety compliance).

Table 4. 11: Impact of Tenure of Work on Safety Compliance

Work Tenure	N	Mean	SD	df	t	P
Long	68	39.80	6.70	118	-.814	.418
Short	52	40.86	7.47			

$p < .05$

From Table 4.11, the impact of tenure of work on employee safety compliance was not significant [$t_{(118)} = -.814, p = .418$]. This indicates that the mean score on employee compliance of long tenure employees ($M=39.80, SD=6.70$) was not significantly different from the mean score on employee compliance of short tenure employees ($M=40.86, SD=7.47$). The fifth hypothesis which therefore states that “short tenure employees will experience higher safety compliance compared to long tenure employees” was not supported.

Summary of Findings

In summary, the results indicated that

1. Employees who report higher job insecurity had lower psychological wellbeing..
2. Employees who recorded less safety compliance also had higher job insecurity.
3. The relationship between job insecurity and psychological wellbeing of employees was not moderated by employee empowerment. Hence, the presence of empowerment neither weakens nor strengthens the relationship between job insecurity and the psychological wellbeing of employees.
4. Employee empowerment moderated the relationship between job insecurity and safety compliance; such that the presence of employee empowerment strengthens the relationship between job insecurity and safety compliance.
5. No significant difference was observed in employee compliance between short tenure employees and long tenure employees.

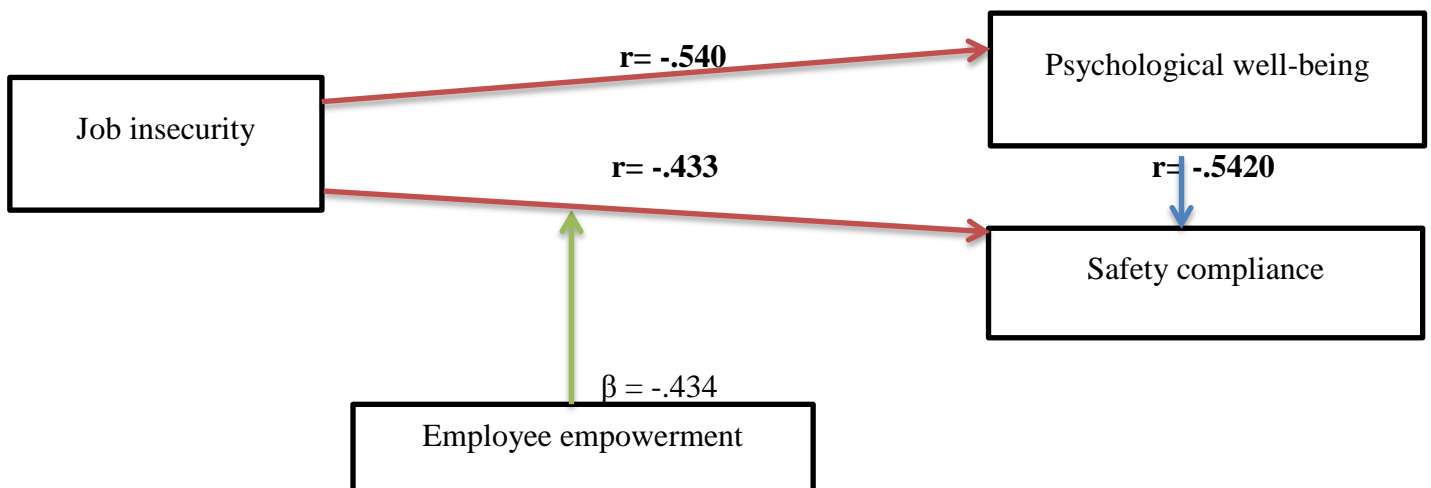


Figure 3. Summary of observed relationship between the independent, moderating and dependent variables

CHAPTER FIVE

DISCUSSION

5.1 INTRODUCTION

This study was aimed at examining the relationship between job insecurity and Psychological wellbeing. It also assessed the relationship between job insecurity and safety compliance. The study further investigated the moderating effect of employee empowerment between job insecurity and psychological wellbeing as well as safety compliance. Additionally, the purpose of investigating the moderating effect was to better understand the conditions under which job insecurity would most strongly relate to psychological wellbeing and safety compliance. This chapter engages in a discussion of the findings of this research, in view of the guiding theoretical framework and previous literature. Furthermore, the implications of these findings for theory and practice as well as its limitations and recommendations for future research are discussed.

5.1.1 Relationship between job insecurity and psychological wellbeing

The first hypothesis examined whether employees with high job insecurity will report lower psychological wellbeing than employees with lower job insecurity. Eventually, it was found that there was a negative significant relationship between job insecurity and psychological wellbeing. What this implies is that, as one's job insecurity goes up, their psychological wellbeing reduces.

The environmental stress model of Kreger (1995) is useful in explaining the findings, such that threatening factors from the environment results in emotional, behavioural and physiological reaction. The finding from the first hypothesis which indicated that high job insecurity resulted in reduced psychological wellbeing of employees, explains job insecurity

become damaging elements in the environment that drastically lowers employees psychological wellbeing.

Anderson and Pontusson (2007) added that the level of subjective job insecurity with consequences such as loss of monetary avenues, valued work features and psychological insecurity are unfavourable to employees. Again Huppert (2009) added that it is normal to experience painful emotions in life (e.g. disappointment, failure, grief) however, the ability to manage these negative or painful emotions is essential for long-term well-being. Psychological well-being is, however, reduced when destructive emotions are extreme or very long lasting and can interfere with a person's ability to function in his or her daily life. Hence, it is argued that the perception of losing one's job will have detrimental effects on individuals (Green, 2008). This explains that the feeling of job insecurity, a source of stress can adversely affect one's psychological wellbeing. It is evident that continued job insecurity has long term negative effects on employees' depression levels, increasing psychosomatic complains and physical strains (Rocha, 2006).

This result is similar to the findings of Lam, Fan and Moen (2011). It was revealed that the relationship between job insecurity and days of reduced mental health becomes more noticeable for those who lived the turbulent period. In other words, job insecurity can negatively affect one's psychological wellbeing. Other studies also reported a negative relationship between job insecurity and psychological wellbeing (Hans De Witte, 1999). Also Dekker and Schaufeli (1995) investigated the relationship between job insecurity and psychological wellbeing of 100 employees from the public sector organization and found that the psychological wellbeing of employees who knew they were redundant were higher compared to employees who were still uncertain about their future in the organization. Similarly, Sverke, Hellgren and Naswal (2002) who conducted meta-analysis to examine how

job insecurity relates to behavioural outcomes found out that job insecurity has harmful effects for employees' organizational attitudes, health, job attitudes, and, to large extent, their behavioral bond with the organization.

Also according to the social exchange theory, workplace relationships are based on the assumption that certain antecedents at the workplace are determined by social exchange relationships (Cropanzano, et al., 2001). Therefore, when the actions of the management and the organization are perceived as benevolent and advancing the wellbeing of employees, it fosters a sense of obligation for employees to reciprocate the goodwill received or most importantly have high psychological wellbeing. On the other hand, when organizations engage in policies, decisions, strategies and interventions that employees perceive as unreliable or untrustworthy, employees will begin to develop low psychological wellbeing, hence can largely affect organizational effectiveness. Research has proven that when the employees doubt the trustworthiness of the employer, they develop anger, resentment, fear, and disappointment at management (Paterson & Cary, 2002). Thus, absence of certainty to job security in organizational relationships may lead to psychological distress and physical health conditions (De Castro & Takeuchi, 2010). To add to that, when employees have a high sense of insecurity on their jobs, this eventually leads into feeling of discomfort, hence a possibility of relaying their resources, effort and energy towards other things other than the achievement of organizational effectiveness.

The current study's results, just like previous researches conducted, still found a significant negative relationship between job insecurity and psychological wellbeing of employees. This therefore confirms the results of previous studies that job insecurity negatively relates to the psychological wellbeing of employees. Consequently organizations must endeavor to reduce

all signs and threats of job insecurity in the work environment as this will help to increase employee psychological wellbeing.

5.1.2 The relationship between job insecurity and safety compliance

The second hypothesis for the study indicated that there will be lower safety compliance among employees who record higher job insecurity than employees with lower job insecurity. Findings of the analysis revealed a significant negative relationship between job insecurity and safety compliance.

The social exchange theory can best explain this finding. According to the social exchange theory, workplace relationships are based on the assumption that certain antecedents at the workplace are determined by social exchange relationships (Cropanzano, et al., 2001). Therefore, when the actions of the management and the organization are perceived as benevolent and advancing the wellbeing of employees, it fosters a sense of obligation for employees to reciprocate the goodwill received or most importantly have high safety compliance to all laid down safety standards. On the contrary, when organizations engage in policies, decisions, strategies and interventions that employees perceive as unreliable or untrustworthy, employees will begin to show care free attitude to work and reduced safety compliance, hence can largely affect organizational growth. Research has shown that when the employees doubt the trustworthiness of the employer, they develop anger, resentment, fear, and disappointment at management (Paterson & Cary, 2002).

The psychological contract theory also helps in explaining this finding (Rousseau & Tijoriwala, 1998). It is based on perceptions of the terms of contract involving what each

party is to offer. Most importantly, when an organization is perceived by its employees to have promised them long-term employment, job enrichment, training and job security the employees in return offer job safety compliance, loyalty and productivity from employees. Perceived violations arouse negative attitudes from employees (Morrison & Robinson, 1997). For example, an employee in response to their perception that the organization has violated the psychological contract by not providing job security may react by becoming less safety conscious on their jobs. Thus, a breach of psychological contract can result in less safety compliance among employees.

This result is in line with results of previous studies conducted. A study by Masia and Pienaar (2011) who investigated the relationship of work stress, job insecurity, satisfaction and commitment to safety compliance in a mine, found out that job insecurity had a negative relationship with safety compliance. In another study, it was revealed that temporary workers who were characterized with job insecurity held negative safety attitudes and were less committed to safety at work (Cox, 1998). Another study also found out that high job insecurity is negatively related to employee safety knowledge and motivation to comply with safety policies and procedures (Probst & Brubaker, 2001)

Similarly, Roger (1995), in a study investigated the relationship between temporary workers and their safety behaviours. Roger (1995) found that temporary workers had little opportunity for social interaction. In such situations, temporary workers receive little pay, no benefits, low security on the job compared their input and output to permanent workers who engaged in similar tasks. It was revealed that these temporal workers held feeling of relative deprivation. Hence, it was found out that contingent workers are more likely to experience low organizational commitment to managerial goal, thereby adversely affecting their safety

compliance. In short, perceived job insecurity can negatively alter employees attitudes towards safety compliance. The result is therefore consistent with the results of the studies that have already established the relationship job insecurity and safety compliance among employees at work.

5.1.3 Moderating effect of employee empowerment on Psychological wellbeing

The third hypothesis investigated that the relationship between job insecurity and psychological wellbeing of employees will be moderated by employee empowerment. Findings of the analysis revealed that contrary to expectation, employee empowerment did not moderate the relationship between job insecurity and psychological wellbeing. Hence the third hypothesis which stated that the relationship between job insecurity and psychological wellbeing of employees will be moderated by employee empowerment was not supported.

This further implies that, although employees perceive empowerment, its effect on increasing their levels of psychological wellbeing were not apparent. In other words, the presence of employee empowerment in the organization did not lead to an increase in psychological wellbeing of employees.

This results can be explained by the fact that, according to the social exchange theory, when employers create an enabling and motivating condition for employees at the workplace, employees in turn will be more likely to be ready to invest appreciable personal resources in their work for experiencing a sense of benevolence from the employer in meeting their needs and expectations. A moderating effect indicates how variables alter the direction or strength of the relation between a predictor and an outcome (Holmbeck, 1997), hence, a moderator effect is nothing more than an interaction whereby the effect of one variable depends on the level of another. Explicitly, it shows how the presence of employee empowerment may

determine the strength of the relationship between job insecurity and psychological wellbeing. In that, empowering employees may lead them to believe that the organization perceives them as making significant contributions to the organization and that the management has their interest at heart (Lee & Bruvold, 2003). On the contrary, the psychological contract theory also posits that although individuals operate on the norm of reciprocity in a relationship, the rate of exchange is dependent on the value placed on the exchange (Francis & Reddington, 2012). In that, the cognitive appraisal of how to reciprocate that is whether negatively or positively towards a violation of contract by the organization is based on whether the employee perceives the violation to be voluntary or involuntary on the part of the organization (Aselage & Eisenberger, 2003). Morrison and Robinson (1997) also added that, a contract breach is only perceived as a violation depending on how the action is cognitively evaluated. Hence, in the full glare of job insecurity perceived by employee, it will require a clear designed and well communicated employee empowerment program to boost the confidence and trust of employees. However, in the absence of an obvious program to elicit the increase in job security of employees, they may still hold low psychological wellbeing. As a result, if the employees detect that the presence of job insecurity in the organization is as a result of a deliberate action of management, they may reciprocate negatively (Aselage & Eisenberger, 2003) by losing control over their psychological wellbeing. Multiple other variables may have accounted to the reason why employee empowerment could not moderate the relationship between job insecurity and employee psychologically wellbeing. This is mainly because the wellbeing variable is not organisation specific.

5.1.4 Moderating effect of employee empowerment on safety compliance

The fourth hypothesis investigated if employee empowerment will moderate the relationship between job insecurity and safety compliance. Specifically, it was hypothesized that,

employee empowerment will moderate the relationship between job insecurity and safety compliance. Consistent with this prediction, the results from the study indicated that employee empowerment moderated the relationship between job insecurity and safety compliance. What this means is that, the relationship between job insecurity and safety compliance is significantly strengthened by the presence of employee empowerment in the organization.

Both the social exchange theory and the psychological contract theory assert that, essentially, job insecurity takes away the atmosphere of mutual confidence exchanged among the employers and employees. That is, the anxieties that job insecurity brings about can distract employees and undermine their enthusiasm in the organization (Collinson, Rees, Edwards & Inness, 1998). However, according to the social exchange theory, when employers develop an enabling and motivating condition for employees at the workplace, employees in turn will be more likely to be ready to devote appreciable personal resources in their work for experiencing a sense of trust, care and power from the employer in meeting their needs and expectations. In that, empowering employees may lead them to believe that the organization perceives them as making significant contributions to the organization and that the management has their interest at heart (Lee & Bruvold, 2003).

Consistent to some empirical evidence, Stander and Rothmann (2010) found out that psychological empowerment has a positive relationship with employee engagement among 442 employees in a government and a manufacturing organisation. The findings indicate that interventions that focus on the psychological empowerment of employees (meaningfulness, competence, self-determination and impact) will contribute to the engagement (vigour, dedication and absorption) of employees. If job insecurity is high, it is crucial to attend to the

psychological empowerment of employees. Hence, employee empowerment plays a significant moderating role in the lives of employees experiencing job insecurity in boosting their safety compliance.

Again Tucker, Chmiel, Turner, Hershcovis, Sandy and Chris (2008) found out that an environment that promote empowerment and social support have significant positive relationship on safety behaviors. In effect, empowered employees could be reassured of care, concern and provided readily available resources even in the face job insecurity. Thus, the fear of job loss as a result of the uncertainty by employees to retain their job which create enough stress (De Witte, 1999;Mauno & Kinnunen, 1999) can be reduced drastically. Therefore, these employees who are more likely to feel empowered by their employer would in return reciprocate with tendencies of being safety compliance conscious on their jobs.

To add to this, Laschinger (2001) also revealed that workplace empowerment and organisational trust had a significant impact on staff nurses work satisfaction and organizational commitment. It was found that staff nurses who felt that structural empowerment conditions in the workplace resulted in higher levels of psychological empowerment. This feeling of excitement strongly influences employees work behaviors. Clearly, work environments that provide access to information, support, resources, and opportunity to learn and develop are empowering and influence employee work attitudes, productivity, and organizational effectiveness (Kanter, 1993). The findings suggest that fostering environments that enhance perceptions of empowerment will have positive effects on organizational members and increase organizational effectiveness, thus positively influencing their safety compliance.

5.1.5 Relationship between tenure and safety compliance

Research findings drawn from the relationship between organisational tenure and the frequency of workplace safety accidents are contradictory and varying. According to some researchers, the experience acquired from longevity reduces the rate of injuring occurrence for long-tenured workers (Cellier,1995). On the other hand, other researchers have found organisational tenure to be positively related to worker's injuries (Frone, 1998). They indicated that the more experienced long-tenured workers tend to be assigned jobs with greater skills requirements and risk potential that expose them to injuries and diseases. However, Gun and Ryan (1994), found no relationship between the organisational tenure and work injuries. The present study however found no difference between the safety compliance of long tenure and short tenure employees. This could possibly be that the nature and attribute of work by a short tenure employee is not any different from a long serving employee hence tenure does not hold any relationship with safety compliance.

5.2 Implications and Recommendations for future research

The current study has practical implications for organizations and future studies. These implications and recommendations are discussed under theoretical, methodological and the practical implications. Alongside, the recommendations will further be discussed.

5.2.1 Theoretical and Conceptual Implications

The theories of psychological contract, social exchange and the stress model formed the basis of this study. They support the relationship between job insecurity and psychological wellbeing and safety compliance. Again the relationship between job insecurity and safety compliance and the moderating role of employee empowerment on these relationships were assessed. This highlights usefulness of these theories. This is important because it allows for further generalization to collectivistic cultures and the Ghanaian context to be specific. This generalization is essential since the current relationships being tested were not identified by the researcher to have been conducted in the Ghanaian context during the period of the research. Again the inability of employee empowerment to moderate the relationship between job insecurity and psychological wellbeing also indicate that more attention needs to be drawn to the social exchange theory. This further implies that, although employees perceive empowerment, its effect on increasing their levels of psychological wellbeing was not apparent. In other words, the presence of employee empowerment in the organization did not lead to an increase in psychological wellbeing of employees.

There is the need to explain as to why employee empowerment did not increase employees' level of psychological wellbeing. Although according to the social exchange theory when employers create an enabling and motivating condition for employees at the workplace, employees in turn will be more likely to be ready to invest appreciable personal resources in their work for experiencing a sense of benevolence from the employer in meeting their needs and expectations. In that, empowering employees may lead them to believe that the organization perceives them as making significant contributions to the organization and that the management has their interest at heart (Lee & Bruvold, 2003). This implies that future research must seek to identify the conditions under social exchange that are likely to increase

psychological wellbeing of employees in the presence of an empowering environment ,to aid in further theory building.

Findings of this study add up to the literature on relationship between job insecurity and the psychological wellbeing as well as safety compliance in Ghana since there is a scarcity of literature on the antecedents of job insecurity in Ghana. The findings of this study will serve as a source of referencing for future research. The relationship established between job insecurity and psychological wellbeing as well as safety compliance gives credibility to the fact that these antecedents are just but little of antecedents of job insecurity. Therefore, it is highly recommended that qualitative studies must be conducted in this field to bring out the subjective views of employees on what they feel about being insecure on their jobs. This will provide an all-inclusive assessment of the other predictors of job insecurity among employees in Ghana.

The focus of psychological wellbeing as a behavioral outcome is needed because by increasing its awareness can help reduce common mental and behavioral problems (Abbot, 2008; Hernandez & Puente, 2005). Again, according to Abbot (2008), personality factors (such as extraversion, openness, neuroticism etc.) account for about twice much of the variable behavior in individual's psychological wellbeing. Hence, it is recommended to consider personality factors in relation to employees' psychological wellbeing in subsequent studies.

Furthermore, research has proven that the cultural norms and values of a society have been established to affect social relationships (Miller, 2005) in collectivist cultures such as Ghana, and therefore influence the behaviors and attitudes exhibited within them. Thus, a society

such as Ghana where many struggle to meet their basic needs such as shelter, food and proper income, the mention of restructuring in an organisation alone throws shiver of fear on many employees. In other words, people of such cultures may not necessarily show appreciable increase in their wellbeing when offered care and concern in the absence of material gains such as increase in income, clothing allowances and decent accommodation. This calls for future research to look into the role the Ghanaian cultural dynamisms play in issues of job insecurity and employee psychological wellbeing.

5.2.2 Practical implications

Presently because of the intense global changes and strive to remain competitive, management can no longer operate with the mindset of business as usual. With the findings of this study, management must go the extra mile not only interested in remaining productive, but must develop interest in boosting the wellbeing of the employees in order to get the best out of them. Hence management consultants in Ghana can use the findings in informing their participatory management mechanisms so as to attain employees with increased psychological wellbeing and safety compliance conscious and in the long run improve organizational productivity.

Furthermore, the moderating role of employee empowerment gives indication that management must make a commitment as much as possible by developing clear cut empowering programs that can assure employees of concern and care even in the face of job insecurity. Finally, management and the organization must continually and deliberately put in place strategies that make them more trustworthy and empowering to their employees in order to attain an exchange of their safety compliance to increase organizational effectiveness. It is crucial management incorporates empowering programmes, and provide

support beyond what is formally stated in the contractual agreement, this will eventually increase employees safety compliance, organizational efficiency and productivity, inspire safe work practices, and consequently decrease accident frequency (Gyekye & Salminen, 2007; Aryee, Budhwar, & Chen, 2002).

5.3 Limitation of the study

Despite the contribution of this study, there are some limitations that were noted. Firstly, the use of self-report to access the various constructs of the study. This could therefore lead the responses gathered to be subject to bias, where respondents are not likely to express their true opinions about an issue so as to maintain social desirability. This is mainly the situation when employees feel that their responses may come to the notice of their employers (Mael & Ashforth, 1992). However, according to Alper, Tjosvold and Law (1998) recent research has asserted that the likelihood of receiving biased responses is not as high in recent times as previously concluded. This notwithstanding, in order to reduce to the barest minimal socially desirable responses, respondents were assured of their anonymity and thereafter protected. Furthermore, a pilot study was conducted so as to reduce ambiguity of items on the scale and to also ensure items on the scale are well understood by participants (Polit, Beck & Hungler, 2001).

Again, the use of the cross sectional design in the current research limits its ability to draw cause-effect relationships. Although associations were observed between the variables, it ended there, as direct cause-effect relationships could not be drawn. This therefore potentially affects the generalizability of findings. However, multivariate analysis of variance(MANOVA) was used to test the hypothesis that the independent variable(job insecurity) had an effect on the two dependent variables(psychological wellbeing and safety

compliance). This analysis serves as a more robust way of providing a more meaningful interaction effect of the variables under investigations and to also eliminate type one errors.

Furthermore, the test of moderation has been said to create the ability to generalize findings (Baron & Kenny, 1986). This is because the moderation helps to identify the conditions under which the relationship between the predictor and outcome variables can be strengthened or weakened. This therefore enhances the ability to better predict (Baron & Kenny, 1986). Hence the test of moderation in the current study helps to reduce to some extent the defects that come about as a result of the inability to draw cause – effect relationship. Again, the distinctive nature of the sample must be commented on. The research organization runs four different shifts in a day which equally changes each week; hence creating difficulty getting the completed questionnaire, which contributed to a prolonged data collection phase. Finally, the data was collected from only one organization due to financial and time constraints, hence this may to some extent limit generalizability. In spite of these limitations, the current study emphasis on understanding the role of the behavioral outcomes of job insecurity. The findings add to the literature on the behavioral outcome of job insecurity in Ghana.

5.4 Conclusion

The study sought to establish the extent of relationship between job insecurity, psychological wellbeing and safety compliance, while assessing the moderating role of employee empowerment. A cross sectional survey was designed to answer the research hypotheses generated from the review of the literature. The participants of the study were 120 employees from the Ferro Fabrik Limited. The participants consisted of all employees in the organization with the exception of top management because of their non-availability and busy schedule. Five different survey questionnaires were used, consisting of demographics, job

insecurity questionnaire (JIQ), psychological wellbeing questionnaire (PWQ), safety compliance scale (SCS) and employee empowerment scale (EES) The social exchange theory, psychological contract and the stress model theory formed the theoretical basis of this research. The results supported previous research, in that; employees who report higher job insecurity had lower psychological wellbeing than employees with lower job insecurity. Hence it is implied from this finding that management must endeavour to create environments that must remove or reduce all threats of job insecurity in order to maintain a good psychological wellbeing of employees. It was also found that there was lower safety compliance among employees who record higher job insecurity than employees with lower job insecurity. This equally calls for management to properly manage job insecurity to reduce its negative effect on safety compliance. Again, it was found that employee empowerment moderated the relationship between job insecurity and safety compliance. This finding also has implications for management on ensuring that they put forth strategies that may ensure that employees feel they are provided adequate access to information, support, resources, and opportunity to learn and develop which evidently can influence employee work attitudes, productivity, and organizational effectiveness.

Finally, all findings have been discussed and the necessary implications and recommendations to the organization and future studies have been appropriately made. The current study charts the way for research on the antecedents of job insecurity, hence future research will further advance knowledge in job insecurity by seeking to identify the other relevant antecedents of job insecurity.

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APPENDIX I**PROJECT PLAN**

PHASE	ACTIVITY/TASK	COMPLETION DATE
PHASE 1	PLANNING AND PREPARATION Literature review Formulation objectives and hypothesis Writing & Completion of proposal Proposal defense Write first draft of introduction	Sept-Oct Early Sep Early Sep Mid Sep Mid Sep End Oct
PHASE 2	PROJECT IMPLEMENTATION Ongoing reading and discussion Literature review Seek ethical approval Write Chapters 1& 2 Do necessary preparations Collect data	Nov-March Ongoing Ongoing End Jan Ongoing End Jan Feb/March
PHASE 3	DATA HANDLING/ANALYSIS AND INTERPRETATION Data coding and input Data analysis Data Interpretation Finish chapters 1, 2 & 3 Write up first draft of results See Supervisor for progress report	End of April March Late April Early May Mid May Late May Late May
PHASE 4	THESIS WRITING & SUBMISSION Finish first drafts of results Overall First draft of discussion Write up first draft of the thesis Submit dissertation for review References, appendices, figures/tables, contents Final Submission of dissertation	Early July Early May Mid May Late May Early June Mid June Late June/Early July

APPENDIX II**COST/BUDGET**

ITEM	MATERIAL/ACTIVITY	COST	JUSTIFICATION
1.	Printing	GHS 700	3 copies of each chapter for review- 4GHS each (4 x 5 chapters=15x 3 copies=45ghs) 3 copies of First draft-24GHS each (24x3=72ghs) 3 copies of second draft-24GHS(24X3=72ghs) 2 copies of final thesis- 50GHS(30x2=60ghs) 4 copies for submission- 50GHS(30x 4=120ghs) Questionnaires- 1GHS(1X 250=250ghs)
3.	Internet Access for research	GHS 400	One month-40ghs (November-June=400ghs)
	TOTAL	GHS1100	

PLEASE TICK THE RESPONSE APPROPRIATE TO YOU**Demographics**Sex: Male Female Age: 20-24 25-29 30-34 35-39 40-45 45-59 60+ Marital status Single Married **Educational Background**Master's degree First Degree HND SSCE GCE O level MVTI Professional qualification Other specify

Position in Organisation.....

Number of years in organisation.....

Job insecurity scale

Answer all the questions below by ticking as they appear to you using the following options:

1 = strongly disagree 2 = disagree 3 = no idea 4 = agree 5 = strongly agree

No	Statement	1	2	3	4	5
1	I think that I will be able to continue in this organization					
2	The organization can sack anyone at any giving time.					
3	No one can boast of secure job 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 this organization forever					
8	The organization can die out at any time					
9	I am worried that I will become unemployed					
10	I think that the organization have good plans for my future					
11	I know I will work in this organization forever					
12	Job redesign can take place at any time					
13	My future with this organization is not secured					

Section B: The Psychological Wellbeing Scale

INSTRUCTIONS. Below are a number of statements about happiness. Would you please indicate how much you agree or disagree with each ticking the response appropriate to you.

1=strongly disagree; 2=disagree; 3=neutral; 4=agree; 5=strongly agree.

You will need to read the statements carefully because some are phrased positively and others negatively.

		1	2	3	4	5
1	I don't feel particularly pleased with the way I am					
2	I am intensely interested in other people					
3	I feel that life is very rewarding					
4	I have very warm feelings towards almost everyone					
5	I rarely wake up feeling rested					
6	I am not particularly optimistic about the future					
7	I do not have a particular sense of meaning and purpose in my life					
8	I feel that I am not especially in control of my life					
9	I don't feel particularly healthy					
10	I do not think that the world is a good place					
11	I do not have fun with other people					
12	I am well satisfied about everything in my life					
13	I usually have a good influence on events					
14	There is a gap between what I would like to do and what I have done					
15	I do not have particularly happy memories of the past					
16	I find beauty in some things					
17	I always have a cheerful effect on others					
18	I often experience joy and elation					
19	I feel I have a great deal of energy					
20	I feel fully mentally alert					

Safety Compliance Scale

Answer all the questions below by ticking as they appear to you using the following options:

1 = strongly disagree 2 = disagree 3 = no idea 4 = agree 5 = strongly agree

1. I overlook safety procedures in order to get my job done more quickly					
2. Follow all safety procedures regardless of the situation I am in					
3. Handle all situations as if there is a possibility of having an accident					
4. Wear safety equipment required by practice					
5. Keep my work area clean					
6. Encourage coworkers to be safe					
7. Keep my work equipment in safe working condition					
8. Take shortcuts to safe working behaviors in order to get the job done faster					
9. Do not follow safety rules that I think are unnecessary					
10. Report safety problems to my supervisor when I see safety problem					
11. Correct safety problems to ensure accident will not occur.					

Employee empowerment Scale

Answer all the questions below by ticking as they appear to you using the following options:

1 = strongly disagree 2 = disagree 3 = no idea 4 = agree 5 = strongly agree

1. I am allowed to do almost anything to do a high quality job					
2. I would like a job that would allow me more authority					
3. I have authority to correct problems when they occur					
4. I am allowed to be creative when I deal with problem at work					
5. I do not have to go through a lot of red tape to change things					
6. I have a lot of control over how I do my job					
7. I do not need to get management approval before I handle problems					
8. I have a lot of responsibilities in my job					
9. I am encouraged to handle job related problems by myself					
10. I can make changes on my job whenever I want					
11. I have to follow procedures closely in my job					
12. I have to go through a lot of red tape in getting things done around here					
13. I wish management would give me more authority					
14. I can take charge of problems that require immediate attention					

Appendices

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Sex	120	1.00	2.00	1.1750	.38156	.732	.221	.018	.438
Insecurity	120	26.00	65.00	43.3083	7.57572	.352	.221	.255	.438
PsychologicalWellbeing	120	37.00	84.00	58.1250	8.67001	-.331	.221	.110	.438
SafetyCompliance	120	23.00	69.00	40.2667	7.03978	.811	.221	.396	.438
Empowerment	120	25.00	66.00	43.5250	7.57258	.111	.221	.509	.438
Valid N (listwise)	120								

Job insecurity and wellbeing

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.540 ^a	.292	.286	7.32672

a. Predictors: (Constant), Insecurity

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2610.780	1	2610.780	48.635	.000 ^a
	Residual	6334.345	118	53.681		
	Total	8945.125	119			

a. Predictors: (Constant), Insecurity

b. Dependent Variable: PsychologicalWellbeing

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	84.902	3.897		21.784	.000
	Insecurity	-.618	.089	-.540	-6.974	.000

a. Dependent Variable: PsychologicalWellbeing

job insecurity and safety compliance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.434 ^a	.188	.181	6.36985

a. Predictors: (Constant), Insecurity

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1109.623	1	1109.623	27.348	.000 ^a
	Residual	4787.843	118	40.575		
	Total	5897.467	119			

a. Predictors: (Constant), Insecurity

b. Dependent Variable: SafetyCompliance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	57.723	3.388		17.036	.000
	Insecurity	-.403	.077	-.434	-5.229	.000

a. Dependent Variable: SafetyCompliance

psychological wellbeing as predictor of safety compliance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.542 ^a	.294	.288	5.94024

a. Predictors: (Constant), PsychologicalWellbeing

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1733.664	1	1733.664	49.131	.000 ^a
	Residual	4163.802	118	35.286		
	Total	5897.467	119			

a. Predictors: (Constant), PsychologicalWellbeing

b. Dependent Variable: SafetyCompliance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.678	3.691		3.977	.000
	PsychologicalWellbeing	.440	.063	.542	7.009	.000

a. Dependent Variable: SafetyCompliance

Empowerment moderating the relationship between job insecurity and employee wellbeing

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.540 ^a	.292	.286	7.32672
2	.576 ^b	.332	.320	7.14877
3	.578 ^c	.334	.317	7.16518

a. Predictors: (Constant), Insecurity

b. Predictors: (Constant), Insecurity, Empowerment

c. Predictors: (Constant), Insecurity, Empowerment, InsecurityXempowerment

ANOVA^d

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2610.780	1	2610.780	48.635	.000 ^a
	Residual	6334.345	118	53.681		
	Total	8945.125	119			
2	Regression	2965.856	2	1482.928	29.017	.000 ^b
	Residual	5979.269	117	51.105		
	Total	8945.125	119			
3	Regression	2989.706	3	996.569	19.411	.000 ^c
	Residual	5955.419	116	51.340		
	Total	8945.125	119			

a. Predictors: (Constant), Insecurity

- b. Predictors: (Constant), Insecurity, Empowerment
 c. Predictors: (Constant), Insecurity, Empowerment, InsecurityXempowerment
 d. Dependent Variable: PsychologicalWellbeing

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	84.902	3.897		21.784	.000
	Insecurity	-.618	.089	-.540	-6.974	.000
2	(Constant)	69.563	6.952		10.007	.000
	Insecurity	-.516	.095	-.450	-5.434	.000
	Empowerment	.250	.095	.219	2.636	.010
3	(Constant)	58.206	18.061		3.223	.002
	Insecurity	-.241	.415	-.210	-.580	.563
	Empowerment	.521	.408	.455	1.275	.205
	InsecurityXempowerment	-.007	.010	-.264	-.682	.497

a. Dependent Variable: PsychologicalWellbeing

Empowerment moderating the relationship between job insecurity and safety compliance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.434 ^a	.188	.181	6.36985
2	.589 ^b	.346	.335	5.73980
3	.622 ^c	.387	.371	5.58230

- a. Predictors: (Constant), Insecurity
 b. Predictors: (Constant), Insecurity, Empowerment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.434 ^a	.188	.181	6.36985
2	.589 ^b	.346	.335	5.73980
3	.622 ^c	.387	.371	5.58230

a. Predictors: (Constant), Insecurity

b. Predictors: (Constant), Insecurity, Empowerment

c. Predictors: (Constant), Insecurity, Empowerment,

ANOVA^d

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1109.623	1	1109.623	27.348	.000 ^a
	Residual	4787.843	118	40.575		
	Total	5897.467	119			
2	Regression	2042.862	2	1021.431	31.004	.000 ^b
	Residual	3854.604	117	32.945		
	Total	5897.467	119			
3	Regression	2282.672	3	760.891	24.417	.000 ^c
	Residual	3614.795	116	31.162		
	Total	5897.467	119			

a. Predictors: (Constant), Insecurity

b. Predictors: (Constant), Insecurity, Empowerment

c. Predictors: (Constant), Insecurity, Empowerment, InsecurityXempowerment

d. Dependent Variable: SafetyCompliance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	57.723	3.388		17.036	.000
	Insecurity	-.403	.077	-.434	-5.229	.000
2	(Constant)	32.856	5.582		5.886	.000
	Insecurity	-.237	.076	-.255	-3.105	.002
	Empowerment	.406	.076	.436	5.322	.000
3	(Constant)	-3.157	14.071		-.224	.823
	Insecurity	.636	.323	.684	1.968	.051
	Empowerment	1.264	.318	1.360	3.973	.000
	InsecurityXempowerment	-.021	.008	-1.030	-2.774	.006

a. Dependent Variable: SafetyCompliance

Tenure of work on compliance

Group Statistics

Work Experience	N	Mean	Std. Deviation	Std. Error Mean
Safety Compliance Long	68	39.8088	6.70544	.81315
Short	52	40.8654	7.47815	1.03703

Independent Samples Test

	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
SafetyCompliance Equal variances assumed	.145	.704	.814	118	.418	-1.05656	1.29871	-3.62836	1.51524
Equal variances not assumed			.802	103.275	.425	-1.05656	1.31782	-3.67007	1.55695

Tests of Between-Subjects Effects

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	PsychologicalWellbeing	714.527 ^a	1	714.527	10.244	.002	.080
	SafetyCompliance	747.747 ^b	1	747.747	17.134	.000	.127
Intercept	PsychologicalWellbeing	375063.393	1	375063.393	5.377E3	.000	.979
	SafetyCompliance	182378.647	1	182378.647	4.179E3	.000	.973
JI_cat	PsychologicalWellbeing	714.527	1	714.527	10.244	.002	.080
	SafetyCompliance	747.747	1	747.747	17.134	.000	.127
Error	PsychologicalWellbeing	8230.598	118	69.751			
	SafetyCompliance	5149.720	118	43.642			
Total	PsychologicalWellbeing	414367.000	120				
	SafetyCompliance	200466.000	120				
Corrected Total	PsychologicalWellbeing	8945.125	119				
	SafetyCompliance	5897.467	119				

a. R Squared = .080 (Adjusted R Squared = .072)

b. R Squared = .127 (Adjusted R Squared = .119)

Descriptive Statistics

	JI	Mean	Std. Deviation	N
PsychologicalWellbeing	1	61.5122	7.02895	41
	2	56.3671	8.95455	79
	Total	58.1250	8.67001	120
SafetyCompliance	1	43.7317	8.63430	41
	2	38.4684	5.27168	79
	Total	40.2667	7.03978	120

Multivariate Tests^b

Effect		Value	F	Hypothesis df	Error df	Sig.	Partial Eta Squared
Intercept	Pillai's Trace	.982	3.198E3 ^a	2.000	117.000	.000	.982
	Wilks' Lambda	.018	3.198E3 ^a	2.000	117.000	.000	.982
	Hotelling's Trace	54.673	3.198E3 ^a	2.000	117.000	.000	.982
	Roy's Largest Root	54.673	3.198E3 ^a	2.000	117.000	.000	.982
JI_cat	Pillai's Trace	.138	9.378 ^a	2.000	117.000	.000	.138
	Wilks' Lambda	.862	9.378 ^a	2.000	117.000	.000	.138
	Hotelling's Trace	.160	9.378 ^a	2.000	117.000	.000	.138
	Roy's Largest Root	.160	9.378 ^a	2.000	117.000	.000	.138

a. Exact statistic

b. Design: Intercept + JI_cat

Job insecurity

Case Processing Summary

		N	%
Cases	Valid	120	100.0
	Excluded ^a	0	.0
	Total	120	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.774	13

Psychological wellbeing

Case Processing Summary

		N	%
Cases	Valid	120	100.0
	Excluded ^a	0	.0
	Total	120	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.993	20

Safety compliance

Case Processing Summary

		N	%
Cases	Valid	120	100.0
	Excluded ^a	0	.0
	Total	120	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.730	11

Employee empowerment

Case Processing Summary

		N	%
Cases	Valid	120	100.0
	Excluded ^a	0	.0
	Total	120	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.693	14