

Job Insecurity and Employee Satisfaction: Case of Academic staff of College of Humanities and
Social Sciences Makerere University, Uganda.

Mukiibi Byron

16/U/7473/EVE

A Dissertation Submitted to the School of Psychology in Partial Fulfilment of the Requirements
for the Award of Bachelor of Industrial and Organisation Psychology of Makerere University

March, 2021

Declaration

I Mukiibi Byron, do solemnly declare to the best of my knowledge that the research proposal is my original work and has never been submitted to any university or academic institute of higher learning for any award

Signature:..........

Date: 26-03-2021.....

Mukiibi Byron

16/U/7473/EVE

Approval

I certify that this proposal has been carried out under my supervision in partial fulfilment for the award of a bachelor of industrial and organization psychology

Signature: 

Date: 27.03.21

Dr Baluku Martin

Supervisor

Dedication

I dedicate this write up to Mr James Malunda, Mr Richard Katende Mrs Grace Katende, Mrs Namaala Christine Kabuye, and Mr Kabuye Richard and to the fraternity of CTK Family. Thank you for your endless encouragement, morale boosting and necessary push that has helped me in finalizing my work. Thank you for the psychological and financial help you have provided. You are all special

Acknowledgement

I would like to thank god almighty for without his grace, mercy and blessings I wouldn't have been able to pen this proposal.

Special thanks and shout out to my parents Mrs Grace Katende and Mr Richard Katende for their endless support and prayers throughout this process.

I wouldn't have completed this proposal without the help of my lecturer Mr Eria Wambi for his much needed assistance and help. I am forever grateful.

I would like to thank my supervisor Dr Baluku Martin for the effort, time and care he put in to assist me in completing this proposal.

Finally I would like to thank my family, CTK fraternity who have provided advice, help and so much more in my pursuit to carry out my research. Thank you and May God give back abundantly.

List of Tables and Figures

Figure 1: Showing the relationship between job insecurity and employee satisfaction.....	4
Table 1: Bio-data of respondents.....	12
Table 2: Correlation between job insecurity and employee satisfaction.....	13
Table 3: Gender of respondents influence on job insecurity (observed frequencies).....	14
Table 4: Gender of respondents influence on job insecurity (expected frequencies).....	14
Table 5: Levels of employee satisfaction.....	15

Abstract

This study aimed at increasing our understanding of the relations between job insecurity and employee satisfaction among academic staff of College of Humanities and Social Science by addressing specific research aims. A sample of 69 was selected using random sampling and Pearson's correlation coefficient (r) was used to test the relationship study variables.

The first research objective aimed at finding if there was a significant relationship between Job Insecurity and Employee Satisfaction. The results of the study showed that there was a significant relationship between Job Insecurity and Employee Satisfaction ($r=.522$, $p=.001 < 0.01$). The second objective of the study addressed if gender of respondents significantly influenced job insecurity among the employees. The results showed that gender of respondents indeed significantly influenced job insecurity of the employees (Value of chi-square = 3.23, $df = 1$, $p = 0.01$ (chi square = 6.63).

The third research objective of the study was to find if there were low levels of Employee Satisfaction among the employees. Results showed there were indeed low levels of Employee Satisfaction among the employees. It was concluded that it was important for the management of the College of Humanities and Social Sciences to provide measures to assist in the reduction of job insecurity and other coping measures to the employees of the organization as well as provide means by which the level of employee satisfaction can be increased among the employees.

Table of Contents

Declaration.....	i
Approval	ii
Dedication	iii
Acknowledgement	iv
Chapter one: Introduction	1
Background.....	1
Problem Statement.....	2
Purpose of the study.....	3
Objectives of the Study.....	3
Scope of the Study	3
Significance of the Study.....	4
Conceptual Framework.....	4
Chapter Two: Literature Review.....	5
Introduction.....	5
Job Insecurity	5
Employee Satisfaction	6
Relationship between Job Insecurity and Employee Satisfaction.....	7
Hypothesis of the study.....	8
Chapter Three: Methodology	9
Introduction.....	9
Research Design.....	9
Population	9
Sample Size.....	9
Instruments and Measurements.....	10
Quality Control	10
Procedure	10
Data Management	11
Data Analysis	11
Ethical Consideration.....	11
Chapter Four: Presentation of Findings	12

Introduction.....	12
Bio data of respondents.....	12
Inferential Statistics	13
Job Insecurity and Employee Satisfaction	14
Gender and Job Insecurity	14
Employee Satisfaction	15
Chapter Five: Discussions, Conclusion and Recommendations	16
Introductions	16
Job Insecurity and Employee Satisfaction	16
Gender and Job Insecurity	17
Conclusion	18
Recommendation	18
Suggestion for future Research.....	20
References.....	21
Appendix A: Questionnaire	25

Chapter One

Introduction

Background

Over the past decade, employee satisfaction has received attention from studies of organizational behavior (Chen & Silverthorne, 2008). Spector (1997) defined employee satisfaction as the extent to which employees like (satisfaction) or dislike (dissatisfaction) their jobs. Armstrong (2006), defined employee satisfaction as the attitudes and feelings people have about their work.

Managers and researchers aim at identifying employee satisfaction determinants in order to develop appropriate strategies that can help optimize employee productivity. Several studies have been made to assess factors influencing employee satisfaction at workplaces. Some researchers have concluded that employee satisfaction is more of a function of intrinsic factors than extrinsic factors (Barrick & Mount, 1991). on the other hand, researchers such as Igalens and Roussel (1999) and Brewer (2008) have concluded that employee satisfaction is more of a function of extrinsic factors than intrinsic factors while broad (2007) observed that both intrinsic and extrinsic factors played a great role on employee satisfaction. The perception of having a job but not knowing it is secure has been classified as one of the more stressful burdens that an employee can shoulder (Ironson, 1992). Research has already shown that job insecurity is directly related to lowered employee satisfaction (Ashford, 1989).

Job insecurity can be defined as the worry a person feels about the future of her or his employment situation (Davy, 1997). It has been also been defined as the sense of threat to the continuation of her or his employment an employee feels (Heaney, 1994). The feeling of job

insecurity is a subjective experience, differing among employees in the same objective work situation (Sverke & Hellgren, 2000). Job insecurity has been conceptualized in a number of ways. Some view it as a function of objective circumstances such as contract work that carries a specified term of service (Bordia, Hunt, Paulsen, Tourish, and DiFonzo, 2004). The scope and dimensions of job insecurity have also been debated, some viewing it as a threat to a range of job features such as freedom to schedule work or access to job resources (McCoy, Dobria, and Ward- Cook, 2004).

Job insecurity presents an indirect problem for organizations. It is an internal perception of employees that becomes related to organizational outcomes as employees go about their work while dealing with uncertainties of job retention.

According to Sverke, Hellgren and Naswall (2002) they found that job insecurity is significantly and negatively related to job and organizational attitudes, to mental and physical health, and has a negative effect on work performance leading to employee dissatisfaction.

Problem Statement

Srivastava (2013) states that organizations have over the years been confronted with the most difficult challenge of keeping the workforce both satisfied and committed.

Job insecurity is an issue of concern among employees in the education sector of Uganda.

Research has shown that many employees are unsatisfied with their jobs. This has led to reduced productivity, stress and reduced motivation to perform the job. Research further shows that employees who are unsecure about their jobs are the most dissatisfied.

Purpose of the study

The study seeks to establish the relationship between job insecurity and employee satisfaction of the academic staff at the Collage of Humanities and Social Sciences Makerere University Uganda.

Objectives of the Study

1. To examine the relationship between job insecurity and employee satisfaction at the College of humanities and Social Sciences.
2. To establish the level of job insecurity among the academic staff of College of Humanities and Social Sciences.
3. To determine the level of employee satisfaction among the academic staff of College of Humanities and Social Sciences.

Scope of the Study

The study was carried out at the College of Humanities and Social Sciences Makerere University, Uganda. For the past two years there has been an increase in the number of strikes by lecturers at Makerere University.

Job insecurity is said to be an individual's expectation about continuity in a job situation (Davy, Kinicki & Scheck 1997).

Employee satisfaction is a sense of general feeling of workers concerning their work and the job components such as the working environment, working conditions, equitable rewards and communication with colleagues (Gunlu, Akasarayli and Percin, 2009).

Significance of the Study

The study will make a significant attempt to determine if job insecurity has an impact on the employee satisfaction of employees at the College of Humanities and Social sciences Uganda.

The study may help the management of College of Humanities and Social Sciences provide answers to the fundamental questions as to why employees leave or stay at the organization.

The study may help human resource managers to design appropriate programs that reduce on employee insecurity.

The study may help to identify which social demographic factors are more prone to job insecurity. This will enable human resource practitioners to design polices that ensure that all employees are secure with their jobs.

Conceptual Framework

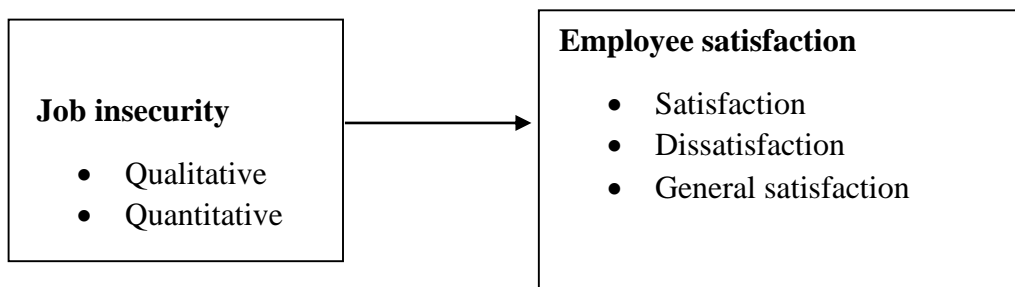


Figure 1: showing the relationship between job insecurity and employee satisfaction

The conceptual framework above shows that job insecurity influences employee satisfaction. Employees who perceive job insecurity have lower employee satisfaction thus can be harmful to employees as it leads to dissatisfaction of their job.

Job insecurity can also be a motivational booster to empower employees to strive harder to improve themselves to acquire the employee satisfaction they seek.

Chapter Two

Literature Review

Introduction

This chapter presents literature reviewed from various studies and researchers that have conducted on the two variables; job insecurity and employee satisfaction.

According to Fink (2010) a literature review is a methodical and reproducible process of identifying assessing and producing the existing body of finished and documented knowledge produced by researchers, scholars and practitioners. It also further states the hypotheses of the study that will be tested.

Job Insecurity

(Moshoeu and Geldenhuys, 2015) explains that job insecurity is an employee's fear of losing his or her job, being unemployed or having some responsibilities removed or being allocated specific tasks and duties that are undesirable. Kolawole, Ajani & Adisa (2013) defined job insecurity is the lack of assurance that an employee has about the continuity of gainful employment for his or her work life, which might arise from the terms of the contract of employment, layoffs, or the general economic conditions.

Different scholars have defined job insecurity in different ways; Greenhalgh and Rosenblatt's (1984) give a definition of job insecurity as powerlessness to maintain desired continuity in a threatened job situation while Davy, Kinicki & Scheck (1997) gave their own definition as an individual's expectation about continuity in a job situation. According to Heaney, Israel & House (1994) job insecurity is a perception of a potential threat to continuity in one's current job. Hellgren, Sverke and Isaksson (1999) distinguished between two different forms of job insecurity: quantitative job insecurity, classifies as worrying about losing the job

itself, and a qualitative job insecurity, which has to do with worrying about losing important features of the job, including job stability, positive performance appraisals and promotions (Greenhalgh and Ojedokun 2008; Jacobson 1991).

Since an employee's perceived job insecurity can be likened to a situation that arises when there is a discrepancy between a worker's expectations regarding his job, and the actual situation regarding the job itself, it can thus be reasonably deduced that job insecurity is a form of occupational stress.

Employee Satisfaction

The construct employee satisfaction has been defined by different scholars; (Locke, 1976) described job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience". (Spector, 1997) defined employee satisfaction as the extent to which employees like (satisfaction) or dislike (dissatisfaction) their jobs. (Armstrong, 2006), defined employee satisfaction as the attitudes and feelings people have about their work. According to the (Luthans, 1998) there are three important dimensions to job satisfaction as emotional response to a job situation, how well meet or exceed expectations, and related attitudes about important characteristics of the job (work itself, promotion, opportunities, Supervision and co-workers).

(Azeem and Akhtar, 2014) affirms that employee satisfaction is an emotion resulting from an individual's degree of perception about the fulfillment of his or her dreams. There are several theories of job satisfaction. The Herzberg two factor theory of satisfaction is the one of the most famous theory of job satisfaction that proposed a theory about job factors that satisfy & dissatisfy employees. He concluded those factors of company policy, supervision, interpersonal relations, working conditions and salary as factors creating job dissatisfaction. He found five factors;

achievement, recognition, the work itself, responsibility and advancement as strong determiners of job satisfaction.

According to the Affect theory satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. According to the Vrooms (1964) job satisfaction is interacted between personal and workplace variables. The theory stated that employees put more effort and perform better when they compensated accordingly.

Relationship between Job Insecurity and Employee Satisfaction

According to Sverke et al. (2002), they posited that the effects of job insecurity on job satisfaction may be categorized as immediate and long term. Job attitudes are short-term consequences, whereas behavioral responses are long term effects. As confirmed by Ashford, Lee & Bobko (1989) higher feelings of job insecurity were found to correlate with poorer mental and physical health, psychological distress and burn out (Probst, 2002), worse psychological moods (Burke, 1998), lower self-esteem (Kinnunen, Feldt & Mauno, 2003), life dissatisfaction (Lim, 1996), spoiled marital and family relations (Hughes & Galinsky, 1994; Westman, Etzion & Danon, 2001).

Similarly, Stoner & Perrewe (2006) identified the symptoms of anxiety and depression as major outcome of this phenomenon. As highlighted by Jones, Kinman, & Payne (2006) job insecurity can lead to self-destructive social vices as aggression, alcoholism and substance abuse. According to Fatima, Noraishah, Nasir and Khairuddin (2012), job insecurity and employee satisfaction have a positive association.

According to Artz and Kaya (2014), the impact of job insecurity on employee satisfaction is not just an element of how likely it is that an employee loses an occupation rather how likely it is that an employee can secure another. De Witte (2005) concurs that job insecurity is a stressor

with negative job related attitudes. However Sverke, Hellgren, and Naswall (2006) contend that such negative attitudes are not important in light of the fact that employees are unique and translate their circumstances in contrast to each other.

Hypothesis of the study

1. There is a significant relationship between Job Insecurity and Employee Satisfaction.
2. Gender of respondents significantly influences job insecurity among the academic staff of College of Humanities and Social Sciences.
3. There are low levels of Employee Satisfaction among the academic staff of College of Humanities and Social Sciences.

Chapter Three

Methodology

Introduction

This chapter provides a description of the methods utilized in implementation of the study. This section focuses on research design, data collection instruments, subjects, procedures for collection of data and methods for data analysis, ethical considerations

Research Design

(Creswell & Plano Clark, 2011) defined research methods as a process for gathering evaluating, interpreting and reporting information in research studies. Quantitative research method was used for this study and a correlational research design was employed as it was appropriate in determining the degree to which a relationship exists between job insecurity and employee satisfaction.

Population

The study population involved only the Academic staff of the College of Humanities and Social Sciences at Makerere University. Makerere University is located in Kampala central division, Kampala district. This population was arrived at after a review of the university records from the college registrar.

Sample Size

The sample size comprised of 70 Staff members. This sample was determined basing on Krejcie and Morgan (1970) table for calculating the sample size. The respondents were selected using the simple random sampling technique to give each respondent a chance to be part of the study.

Instruments and Measurements

The researcher used a self-administered standardized questionnaire which was measured using the likert scale format. All variables were measured on the scale responses ranging from strongly agree to strongly disagree. Section A of the questionnaire required the participants to fill in their biographical information such as age, gender, education level. Section B captured job insecurity. Job insecurity was measured using a scale developed De Witte (2000). Section C captured Employee Satisfaction. Employee satisfaction was measured on a five point scale by Paul Spector (1994).

Quality Control

(Wagner, Kawulich and Garner, 2012) stated that the research instrument to be used to collect research data must be both reliable and valid. In order to establish the validity of the instrument, a designed questionnaire was given to the researcher's supervisor for review before collecting data.

To ensure reliability of the questionnaires, the test-retest reliability method was used as it provided an indication of stability overtime. The job insecurity survey will be good if $r \geq 80$ while the employee satisfaction $r \geq 75$.

Procedure

The researcher got a letter of introduction from the school of psychology, department of organization and social psychology which will be given to the human resource manager of Makerere University. Upon receiving approval from the human resource department, the researcher proceeded to administer the questionnaires to the staff. The researcher then collected the questionnaires from the staff and compiles the information from the different staff. A total of 70 questionnaires were distributed among respondents and later collected and analyzed.

Data Management

The researcher thoroughly checked the questionnaires to ensure that all the relevant questions are answered. Information collected was then tabulated and analyzed into meaningful findings by use of scales to represent the questions that will be ticked by the respondents.

Information from section A was coded as follows: Gender, Male =1, Female = 2; Age, 25 – 29 = 1, 30 – 34 = 2, 35 – 39 = 3, 40 – 44= 4, 50 – above = 5; Level of Education, Degree = 1, Masters = 2 and PhD = 7; Martial status, single = 1, married =2, widowed = 3, cohabiting = 4. The information collected was coded as follows for every item in sections B and C; 1= strongly Agree, 2= Agree 3= neutral, 4= Disagree and 5= Strongly Disagree.

Data Analysis

After entering and coding the data the researcher then transformed it and generated tables of frequencies and percentages showing the respondents bio data and analyzed using the statistical package for social sciences (SPSS) version 23.0. The hypothesis was tested using Pearson correlation coefficient where significant relationship shall be observed at $p \leq 0.01$. Hypothesis 2 and 3 were be analyzed using T-test.

Ethical Consideration

The researcher sought permission from the respondents before involving them in the study. This included briefing the respondents about the research objectives, their roles and how they will benefit from the research. Only respondents who were willing to participate in the study were chosen. All information provided was kept anonymous.

Chapter Four

Presentation of Findings

Introduction

This chapter presents the findings of the study. These are classified as descriptive and inferential findings. The descriptive findings include sex, age, marital status, and education level of respondents while the inferential statistics present the relationship between the variables of the study

Bio data of respondents

Respondents were requested to indicate their sex age marital status and educational levels. Responses were obtained and computed into frequencies as shown in the table 1 below

Table 1: Bio-data of Respondents

Item	Response	Frequency	Percent (%)
Sex	Male	37	52.9
	female	33	47.1
Age	25-29 years	9	12.9
	30-34 years	11	15.7
	35-39 years	21	30.0
	40-44 years	22	31.4
	50 years and above	7	10.0
Marital status	Single	20	28.6
	Married	30	42.9
	Widowed	4	5.7
	cohabiting	16	22.9
Education level	Bachelor's degree	15	21.4
	masters	40	57.2
	PhD	15	21.4
	total	70	100.0

Results in table 1 shows that majority of respondents were male accounting for 52.9% while the female constituted 47.1%. The table also shows that majority of respondents were between the ages of 40-44 years (31.4%), followed by respondents aged between 35-39 years (30.0%), 30-34 years (15.7%), 25-29 years (12.9%) and lastly 50 years and above (10.0%).

Table 1 also shows that most of the respondents were married (42.9%), respondents who were single made up 28.6% while 5.7% were widowed and 22.9% were cohabiting. On education level of respondents, table 1 revealed that majority of respondents held masters degree(57.2%) followed by bachelors degree holders (21.4%) and PhD holders accounted for 21.4%.

Inferential Statistics

The study also set out to examine and study the relationship between job insecurity and employee satisfaction among the Academic staff of College of Humanities and Social Sciences at Makerere University.

Pearson correlation coefficient was used to test the hypothesis as shown in the table 2 below

Table 2: Correlation between Job Insecurity and Employee Satisfaction

		Job Insecurity	Employee Satisfaction
Job Insecurity	Pearson correlation	1	.522**
	Sig.(2-tailed)		.001
	N	70	70
Employee Satisfaction	Pearson correlation	.522 **	
	Sig.(2-tailed)	.001	
	N	70	

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

Job Insecurity and Employee Satisfaction

Hypothesis one of the study stated that there was a significant relationship between Job Insecurity and Employee Satisfaction. Results of the study shown in table 2 above shows that there is indeed a significant relationship between Job Insecurity and Employee Satisfaction $r=.522$, $p=.001 < 0.01$. This therefore means the null hypothesis is retained.

Gender and Job Insecurity

Table 3: Gender of respondents influence on Job Insecurity (observed frequencies)

Job Insecurity	Gender		Total
	Male	Female	
Yes	26	15	41
No	12	17	29
Total	38	32	70

Table 4: Gender of respondents influence on Job Insecurity (expected frequencies)

Job Insecurity	Gender		Total
	Male	Female	
Yes	22.3	18.7	41
No	15.7	13.3	29
Total	37	32	70

Value of chi-square = 3.23, $df = 1$, $p = 0.01$ (chi square = 6.63)

Hypothesis two stated that the gender of respondents significantly influences job insecurity. Results of the study as shown in table 3 and table 4 shows there exists a relationship between gender of respondents and job insecurity since the computed value of chi square (3.23)

is less than the value in the table for $p = .01$ and $df = 1$ (chi square = 6.63). This therefore means the null hypothesis is retained.

Employee Satisfaction

Table 5: Levels of employee satisfaction

Employee Satisfaction	Gender		Total
	Male	Female	
Yes	10	12	22
No	28	20	48
Total	38	32	70

Hypothesis three of the study stated that there were low levels of employee satisfaction among the employees. Results of the study as shown in table 5 above shows there are indeed low levels of employee satisfaction among the employees. 48 out of 70 of the respondents showed low levels of employee satisfaction.

Chapter Five

Discussions, Conclusion and Recommendations

Introductions

This chapter presents the discussions, conclusion and recommendations of the study in line with the study findings. Suggestions for further research are also presented in this chapter.

Job Insecurity and Employee Satisfaction

Findings of the study revealed that there is a significant relationship between job insecurity and employee satisfaction since $r=.522$, $p=.001 < 0.01$. This implies that when employees feel insecure about their jobs their satisfaction from the job is reduced.

The findings are compatible with Sverke and Hellgren 2002 assessment that job insecurity is related to the concerns about maintenance of one's job and it's negatively associated with to satisfaction through the anticipation of job loss decreasing the pleasant feelings associated with ones job. The findings are also in agreement with De Witte 1999 that employees fear to lose their occupation and become unemployed.

The findings are also in agreement with Heaney et al. 1994 who found that protracted job insecurity negatively predicted employee satisfaction overtime. Similar results were obtained by Lim (1996) and Preuss and Lautsch, 2002.

The findings also correspond with similar studies of (Sverke et al., 2002) and (Chen and Chan, 2008) where the Meta correlation with job satisfaction was twice the one with mental well-being or physical health. This suggests that job insecurity is negatively related to working well-being (employee satisfaction).

Furthermore the findings are supported by(Voydanoff and Don-nelly, 1986) whose study showed that job insecurities of fathers was linked to the amount of children's problems as observed by the mothers. The findings are also in agreement with (Hughes and Galinsky, 1994)

assessment that job insecurity has been found to be directly related to amplified marital tension and reduced marital satisfaction of both partners (Larson et al., 1994).

Available evidence also clearly shows that job insecurity has a detrimental effect on well-being and health (De Witte et al., 2016), performance (Cheng and Chan, 2008) and job attitudes (Vander Elst et al., 2014) which all play a role in employee satisfaction.

Gender and Job Insecurity

Findings of the study showed that there is a significant relationship between gender and job insecurity since the computed value of chi square (3.23) is less than the value in the table for $p = .01$ and $df = 1$ (chi square = 6.63). This implies that gender of employees plays a role in the insecurity they feel at their workplace

The findings are not in agreement with (Mauno and Kinnunen, 2002); Emberland and Rundmo, (2010) who highlighted that women experience more job insecurity than men. The findings are also in disagreement with Keim et al., (2014) who stated that the general critical situation in the labor market for women could explain higher levels of job insecurity and more negative job insecurity related consequences.

The findings are in agreement with (Barnett et al., 1995) study I which they underlined that men perceive more job insecurity due to the gender role they play where family roles are more significant to women's identity and work roles are more fundamental to the men's identity.

The findings are in agreement with (Umenda et al., 2015) where gender difference on job insecurity may be due to gender segregation in the labor market that is women have a lower chance of obtaining secure job positions than men.

In a study from Sweden which has more gender equal culture, a negative effect on job insecurity on the well being was stronger among workers mainly responsible for household

income (Richter et al. 2014). Most male employees with children have a huge responsibility to earn a living and have a more secure job so as to avoid being stressed.

The findings are in disagreement with (Yuko Kachi et al., 2018) whose study argued that women with children bear a burden of the bread winner role in addition to the caregiver role. Some men cannot earn enough to support the family which compels women to work in order to compensate for the lack of household incomes.

Employee satisfaction has in other studies proved to have a strong influence on job insecurity. Satisfied employees won't be affected by the effects of job insecurity like anger, burnout, anxiety and other related effects.

Conclusion

The results of the study fulfilled the main aim by showing that job insecurity has an impact on employee satisfaction of employees at the College of Humanities and Social Science Makerere University in Uganda; the findings of the study revealed that there was a significant relationship between job insecurity and employee satisfaction at the college of humanities and social sciences. Job insecurity can have adverse effects on employee satisfaction as it affects their job, family mental health and much more.

The findings showed that gender of respondents also significantly influences job insecurity. The findings also indicated that there were low levels of employee satisfaction among the employees of College of Humanities and Social Sciences Makerere University Uganda.

Recommendation

Following the findings of the study, the following recommendations were proposed for the management of College of Humanities and Social Sciences. If put into considerations they may

help managers and management help in reduction of job insecurities among its employees and greatly increase their employee satisfaction.

The findings indicated that most of the respondents were not satisfied with the salary and benefits provided. Management should match salary and benefits at a market rate which will play a key role in the satisfaction of the employees.

Findings indicated that most respondents were satisfied with their relationship between co-workers and supervisors at the College of Humanities and Social Sciences. Thus management should continue cultivating a positive relationship between co-workers and supervisors with team building activities and social events.

Findings also indicated that most employees are worried about their job security and the continuation of their careers. Management should thus provide additional support to help employees cope with stress and various effects of job insecurity such as work- family conflict through counseling, career guidance, loans etc. This will lessen the depressing effect brought about by job insecurity.

Findings indicated employees derive low satisfaction from their employment due to feeling of job insecurity. Management should thus endeavor to maintain a balanced psychological contract with its employees. This ensures the management satisfies the needs of employees through job security, career growth, skill development, fairness and other rewards. This ensures a continuous and pleasant relationship between the employer and employee (Robbins, Judge, Odendaal and Roodt, 2013)

Suggestion for future Research

Future research should replicate this study in other various Colleges of Makerere University Uganda to provide comparable insights. A comprehensive study of the relationship between job insecurity and gender should also be carried out to better understand the role they play

References

- Artz, B. and Kaya, I. (2014). The impact of job insecurity on job satisfaction in economics versus expansion. *Applied Economics Journal*, 46(24):2873-2890.
- Ashford, S.J., Lee, C. and Borko, P. (1989). Content, cause and consequences of job insecurity. A theory based measure and substantive test. *Academy of Management Journal*, 32(4): 803-829.
- Barrick, M., Murry, M.K. and Mount (1991). Big five personality dimensions and job performance: A Meta-Analysis.
- Bordia, P., Hunt, E., Paulsen, N., Tourish, D., Difonzo, N. (2004). Uncertainty during organizational change: Is it about control? *European Journal of Work and Organizational Psychology*, 13(3)
- Brewer, W.E., Doo, H.L and Marcia, E.C. (2008). Job satisfaction and employee perception of the learning environment in the healthcare management industry. *Journal of leadership studies* 1(4):37-50.
- Creswell, J.W. and Plano Clark, V.L. (2011). Designing and conducting mixed methods research. 2nd Edition. California: Sage publications.
- Davy, J. A., Kinicki, A.J., Scheck, C.L. (1997). A test of job insecurity's direct and mediated effects on withdrawal cognitions. *Journal of Organizational Behavior* 18(4):323-349.

- De Witte, H (2005). Job insecurity: Review of the international literature on definitions, prevalence, antecedents and consequences. *South African Journal of Industrial Psychology, 31(4): 1-6.*
- Fatima, O., Noraishah, D., Nasir, R. and Khairuddin, R. (2012). Employment security as moderator on the effect of job security on worker's job satisfaction and well-being. *Asian Social Science 8(9).*
- Fink, A. (2010). Research analysis form
- Greenhalgh, L. and Rosenbaltt, Z. (1984). Job insecurity: Toward conceptual clarity. *Academy of Management Review 9(3):438-448.*
- Gunlu, E., Aksaryi, M. and Percin, M.S. (2009). Job satisfaction and organizational commitment of hotel managers in Turkey. *International journal of contemporary Hospitality Management, 22(5): 693-717*
- Heaney, C.A., Israel, B.A. and House, J.S. (1994). Chronic job insecurity among automobile workers: effects on job satisfaction and health. *Social science and Medicine, 38(100), 1431-1437.*
- Ironson, G.H. (1992). Job stress and health. In Cranny, C.J., Smith, P.C. and Stone, E.F. (Eds) *Job satisfaction: How people feel about their jobs and how it affects their performance.* New York: Lexington Books.
- Kinnunen, U., Feldt, T. and Mauno, S. (2003). Job insecurity and self-esteem: Evidence from cross-lagged relations in a 1-year longitudinal sample. *Personality and Individual Differences, 35(3):617-632.*

- Kolawole, A.T., Ajani, O. A. and Adisa, A. L. (2013). Declining job security level and workers' performance in selected banks, South Western Nigeria. *Journal of African Sociological Review*, 17(2):55-70.
- Locke, E. A. (1976). The nature and causes of Job satisfaction
- McCoy, K., Dobria, L. and Ward-cook, K. (2004). Job loss, human capital job feature and work condition job feature as distinct job insecurity constructs. *Journal of Allied Health* 33(1):31-41.
- Moshoeu, A.N. and Geldenhuys, D.J. (2015). Job insecurity, organizational commitment and work engagement among staff in an open distance learning institution. *Southern African Business Review*, 19(1): 22-43.
- Silverthorne, C. Chen, J (2008) the impact of locus of control on job stress, job performance and job satisfaction in Taiwan. *Leadership and Organization Development Journal* 29(7):572-582, doi: 10.1108/01437730810906326
- Spector, P.E (1997) Job satisfaction: Application, assessment, causes and consequences. Thousand oaks, CA: Sage.
- Srivasta, S. (2013). Job satisfaction and organizational commitment relationship: the effects of personality variables. *South African Journal of Psychology*, 17(2): 159-167
<http://doi.org/10.1177/0972262912483529>
- Sverke, M., Hellgren, J. and Naswall, K. (2006). Job insecurity: Overview of state of research. DOI: 10.1007/3-540-27971-7_4
- Vroom, H. (1967) Work and motivation New York: John Wiley and sons.

Wagner, C. Kawulich, B. and Garner, C. (2012). Doing social research. A global context.

London: McGraw-Hill.

Preuss, G.A, Lautsch, B.A (2002). Effects of formal versus informal job security on employee

involvement programs. *Relations Industrielles / Industrial Relations* 57(3) DOI:

10.7202/006888ar

Appendix A: Questionnaire

Dear sir/madam

I am a student of Makerere University School of Psychology doing a Bachelor's degree in Industrial and Organizational Psychology. I am carrying out an academic research on the topic Job insecurity and Employee satisfaction: Case study Collage of Humanities and Social Sciences Makerere University, Uganda. My study is purely for academic purposes and the information given will be treated with maximum confidentiality. You have been selected to provide information without fear. Thank you for the time taken to participate in this research

Section A: Biographic Information (Tick as Appropriate)

1. Gender

Male

Female

2. Age

25 – 29

30 – 34

40 – 44

45 – 49

50 – above

3. Level of education

Degree

Masters

PhD

4. Marital status

Single

Married

Widowed

Cohabiting

Section B and C

Instructions: please tick one number for each statement that comes closest to reflecting your opinion about it.

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	2	3	4	5

Section B: Job Insecurity Survey

No.	ITEMS	Responses				
		1	2	3	4	5
1	I am certain of my job environment	1	2	3	4	5
2	I am very sure that I will be able to keep my job	1	2	3	4	5
3	I feel uncertain about the future of my job	1	2	3	4	5
4	I worry about the continuation of my career	1	2	3	4	5
5	I fear that I might lose my job	1	2	3	4	5
6	I fear that I might get fired	1	2	3	4	5
7	There is a possibility that I might lose my job in the near future	1	2	3	4	5
8	I think that I will be able to continue working here	1	2	3	4	5
9	I am worried about my job security	1	2	3	4	5
10	There is a small chance that I will become unemployed	1	2	3	4	5

Section C: Job Satisfaction Survey

NO.	ITEM	Responses				
		1	2	3	4	5
1	I am satisfied with the way my job provides for steady employment.	1	2	3	4	5
2	I am satisfied with my salary and benefits	1	2	3	4	5
3	I am satisfied with the working conditions at this organization	1	2	3	4	5
4	I am satisfied with the way my co-workers get along with each other.	1	2	3	4	5
5	I have opportunities to get promoted	1	2	3	4	5
6	I have a chance to do something that uses my abilities	1	2	3	4	5
7	Communication and flow of information is good in this organization	1	2	3	4	5
8	I have job security	1	2	3	4	5
9	I am satisfied with my relationship with my supervisors	1	2	3	4	5
10	Overall, I am satisfied with my job	1	2	3	4	5