Job Insecurity, Organizational Commitment, and Job Performance among Employees of Selected

Private Tertiary Institutions in Kampala

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Declaration

I Stanley Sserubugo declare that this dissertation is my original work and has not been submitted to any University, College, or School for any academic award or other academic qualification.

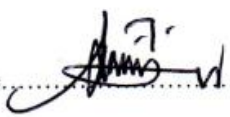Signature................................ Date. 17TH JAN. 2023

Approval

This dissertation has been written under our supervision and meets the minimum requirements for the award of Master of Organizational Psychology degree of Makerere University.

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Dedication

I Stanley Sserubugo dedicate this work to my family members specifically my mum Beatrice Mukasa (RIP) who went to be with the angels amidst my academic programme before seeing me in the graduation gown, my brothers; Emmanuel Kasasa, Yasin Kizito, Peter Kayizzi, Samuel Bwete, Sowed Kanyike, Asuman Mubiru Kaliga, Johnson Misagga Mutebi, Charles Kasozi, my sisters; Hadijah Namubiru, Irene Nankya, Robbinah Nabuule, Hamida Namutebi, Safina Nakibuuka, Sarah Nakanyike, Monica Nambalirwa Nakaye, Edith Nakkazi, and Fatuma Namyalo who have always been there for me in all situations.

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GOD BLESS YOU ALL

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Abstract

This study sought to establish the relationship between job insecurity, organizational commitment, and job performance among employees of selected Private Tertiary Institutions in Kampala. The study gave an insight of how employees' perceived feeling of job insecurity affects their commitment to their organizations and their job performance. The objectives were to establish the relationship between job insecurity and organizational commitment, to examine the relationship between organizational commitment and job performance, to find out the relationship between job insecurity and job performance, and, to establish whether organizational commitment mediates the relationship between job insecurity and job performance. A correlational study design was used to assess the relationship between the study variables in order to make predictions about the population. Using a quota sampling method, a sample of 150 participants from a population of 181 employees was selected. The results showed that the overall job insecurity has a negative and significant correlation with organizational commitment. The overall organizational commitment positively and significantly correlated with the overall job performance, and, the overall job insecurity significantly and negatively correlated with overall job performance. Therefore, it was recommended that organizations need to enhance employee commitment to different targets especially to the job by providing clarity of roles and responsibilities and also helping employees to acquire relevant skills and knowledge of their jobs in order to promote a positive attitude towards their jobs and hence, improve their job performance.

Chapter One

Introduction

This chapter is comprised of the background information of the study topic, problem statement, purpose, objectives, scope, significance and the conceptual framework.

Background

Job insecurity has made many employees unsettled in their current jobs. The uncertainty in their jobs has reduced their level of commitment to their organizations. Research shows that job insecurity may make employees less inclined to remain with the organization (Sverke, Hellgren & Naswall, 2002). The insecurity in their jobs make employees not to feel trusted by the organization because they are worried of being excluded (Piccoli, De Witte & Reisel, 2017). An employee who lives in anticipation of job loss in a near future can have his or her work-effort distracted away from performance-related objectives (Reisel, Probst, Chia, Maloles & Konig, 2010). This eventually negatively affects their concentration at work leading to lower level of job performance.

Job insecurity is the feeling of uncertainty by an employee in relation to his/her job continuity in the current position. It is a reflection of the worries related to the continuation of the present job (De Witte, 1999; Sverke & Hellgren, 2002). An employee who feels insecure in his/her job will have reduced level of commitment to the organization (King, 2000; De Witte & Naswall, 2003). There is evidence that, job insecurity is related to low organizational commitment (Reisel & Banai, 2002). For organizations to achieve efficiency, productivity and competitiveness, their employees need to work in a secure job environment. The security in their jobs will help to make them feel part of the organization, and hence, they will commit themselves to execute organizational assignments.

Organizational commitment according to Meyer and Allen (1991) refers to an employee's emotional attachment to, identification with, and involvement in the organization. It reflects the psychological bond that ties the employees to their organization. Research on job insecurity found that, negative consequences of job insecurity can be mitigated through putting in place organizational measures to minimize situations of uncertainty in work environment (Sverke & Hellgren, 2002). A reduction in job uncertainty will lead to an increase in employees' commitment to the organization and job performance. Yousef (2000) pointed out that, organizational commitment positively influences job performance.

Job performance according to Motowidlo and Van Scotter (1994) is viewed in two dimensions; task and contextual. The task/in-role job performance is the behavior associated with maintaining and serving an organization's technical core. It is related to behaviour directed towards prescribed tasks, duties, and responsibilities as formally documented in the job description. Contextual job performance is a function of one's interpersonal skills and knowledge that support the broader social environment in which the technical core must function. It is the innovative work behaviour such as generating, promoting and creating ideas in the workplace that are beneficial to the organizational success (Janssen, 2000).

Chijioke, Byalusago and Chavula (2014) in their study about knowledge production in the knowledge economy: Higher educational institutions and the application of innovations in ICT for capacity development in Africa. A case of Kenya and Uganda, found that institutions of higher learning are ill-equipped to fulfill the role of knowledge production for the advancement of African economies. There are challenges of knowledge creation, dissemination and utilization for improved productivity. They assert that many employees in institutions of higher learning in Kenya and Uganda who are not engaged in design-driven innovations in the emerging knowledge

economy in order to enhance their contributions towards human capital development and knowledge-intensive economies feel threatened in their jobs. Their shortage of the relevant skills in knowledge creation makes them feel insecure in their jobs and consequently limits their job performance.

Katamba (2011) in his study about "factors affecting voluntary turnover of nurses at Mengo Hospital", revealed that, low commitment among nurses is one of the factors leading to low levels of employees' job performance especially in low developing countries such as Uganda. Many nurses were found unwilling to put in extra effort in performing their job because of the perceived feelings of job insecurity. Ministry of health in conjunction with the United States Agency for International Development (USAID, 2012), in their study about "The Uganda Health Workforce" found that, 40% of Ugandan nurses reported that, it is hard for them to find a new job when laid off. Those who said that their organization is not performing well and they were worried that it may lose clients and eventually make them lose their jobs were 11% while 83% of them admitted having feelings of job insecurity due to low bargaining power.

Problem Statement

Employees who develop the feelings of job insecurity in an organization are less inclined to remain with the organization in the future. As a result, they develop counter-productive behaviours such as reporting late for work, absenteeism, and late submission of their reports which affect their overall job performance. If organizations do not identify and resolve the work challenges which make employees feel insecure in their jobs and adequately prepare them for the job demands and performance expectations to make them feel secure in their jobs, their level of organizational commitment will remain low which in turn affects their overall individual job

performance such as task accomplishment. This hence, may result into organizations failing to achieve their goals.

Purpose

The purpose of the study was to establish the relationship between job insecurity, organizational commitment, and job performance among employees of selected Private Tertiary Institutions in Kampala.

Objectives

1. To establish the relationship between job insecurity and organizational commitment.
2. To examine the relationship between organizational commitment and job performance
3. To find out the relationship between job insecurity and job performance.
4. To establish whether organizational commitment mediates the relationship between job insecurity and job performance.

Scope

The geographical scope of the study comprised of some of the employees of YMCA Comprehensive Institute in Kampala, Makerere Institute for Social Development in Kampala and Makerere Business Institute in Kampala. To the researcher's observation, tertiary institutions are doing a great job of equipping the young generation with vocational skills. The researcher was therefore interested in finding out whether these institutions feel that they have achieved their goals, and if yes, is their achievement attributed to employees' job security and organizational commitment? Or, if no, is their failure to achieve their goals attributed to employees' feelings of job insecurity and low levels of organizational commitment leaving other factors constant? The researcher chose these institutions because they are some of the privately owned tertiary

institutions dealing in similar business and with set goals to be achieved. To achieve their goals, they need to recruit employees who are high job performers. High job performance requires committed employees to the organization and also, this commitment requires them to work from a secure job environment. The researcher therefore believed that, this population could give reliable data for analysis.

The study examined the relationship between Job insecurity (independent variable), organizational commitment (mediating variable), and job performance (dependent variable). Job insecurity refers to the worries related to the continuation of the present job (De Witte, 1999; Sverke & Hellgren, 2002). It includes the fear of losing one's job, or having certain roles or responsibilities being removed, or, being assigned certain tasks or responsibilities that are less desirable. Organizational commitment refers to an employee's emotional attachment to, identification with, and involvement in the organization (Meyer & Allen, 1991). Motowidlo and Van Scotter (1994) proposed two dimensions of employee performance; Task or technical job performance and contextual job performance. Task job performance is the behavior associated with maintaining and serving an organization's technical core. Contextual or interpersonal job performance is a function of one's interpersonal skill and knowledge that support the broader social environment in which the technical core functions.

Significance

The study findings may be used by managers and human resource practitioners to prevent job insecurity in organizations through identification of employees' needs and expectations as held in the psychological contract and fulfill them to guarantee their future in the job.

Human Resource management practitioners may use the study findings to enhance commitment to different targets especially to the job by providing clarity of roles and responsibilities and also enabling employees acquire relevant skills and knowledge of their job to promote a positive attitude towards their job in order to improve their performance.

The study findings may help organizations to develop a stable workforce on whose continued membership they can count. It is on this account that, organizational commitment gets associated with the concern for employee retention in order to maximize employees' performance at work.

The findings may also help the human resource management practitioners and researchers to gain a deeper understanding of the effects of job insecurity on performance and focus on performance-related behaviours because their relevancy is of practical interest for managers in the current employment environment of uncertainty.

A Conceptual Framework

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          ┌─────────────────────────────┐
          │  Organizational Commitment  │
          │                             │
          │    -  Affective             │
          │    -  Continuance           │
          │    -  Normative             │
          └─────────────────────────────┘
     ↗                                    ↘
┌──────────────────┐          ┌──────────────────┐
│ Job Insecurity   │          │ Job Performance  │
│                  │          │                  │
│  -  Quantitative │ ──────→  │   -  Task        │
│  -  Qualitative  │          │   -  Contextual  │
│                  │          │                  │
└──────────────────┘          └──────────────────┘
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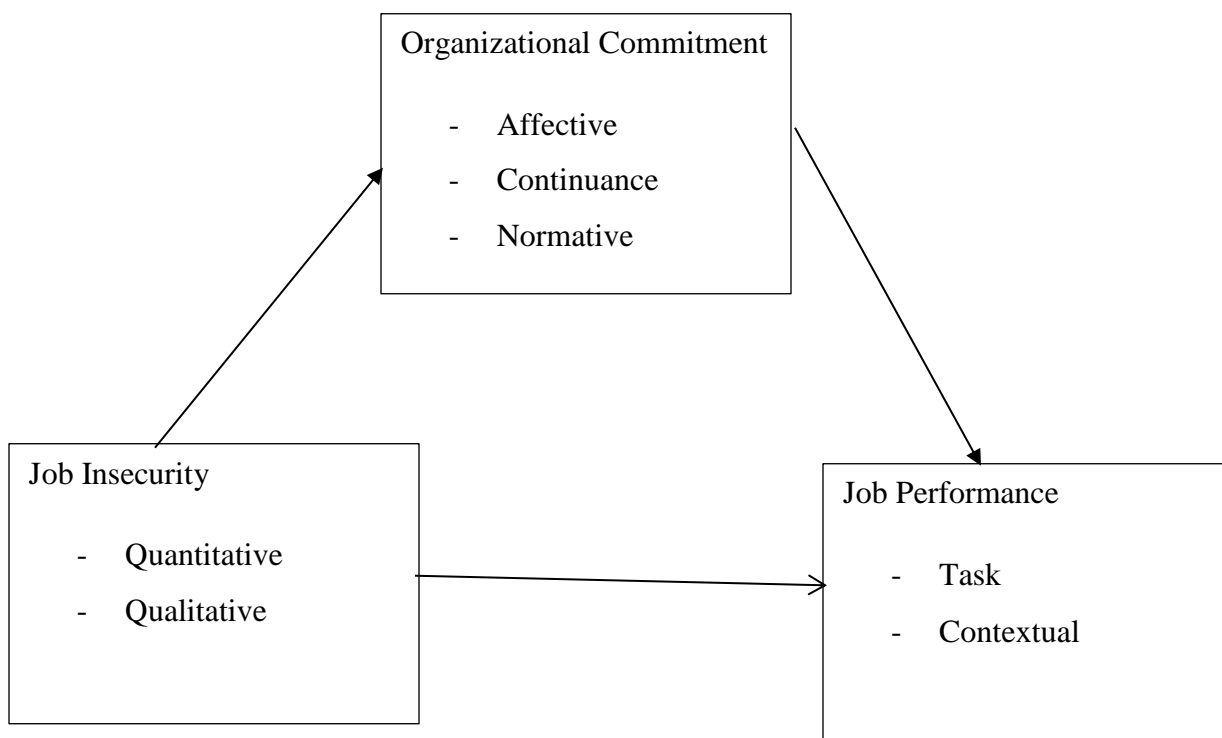
Figure 1: above shows the relationship between the variables – job insecurity, organizational commitment, and job performance.

When employees feel insecure in their employment without management putting in place measures of mitigating the insecurity situation, they are likely to lose trust in the organization which in turn lowers their level of commitment to the organization. A reduction in the level of commitment to the organization will have negative effects on the employees' level of job performance. For example, employees will develop counter-productive behaviours such as absenteeism, reporting late for work, late submission of their reports among others which eventually reduces their level of job performance output. Also job insecurity can directly affect the employees' job performance in an organization, and organizational commitment mediates the relationship between job insecurity and job performance.

Chapter Two

Literature Review

Introduction

This chapter is composed of ideas generated by the earlier scholars in relation to the topic of study. This chapter encompasses the sections of the theoretical framework, the three variables which include job insecurity, organizational commitment, and job performance and then the research hypothesis. In literature review, the researcher obtained relevant data from secondary sources such as published articles, text books, and internet.

Theoretical Framework

The study applied the social exchange theory which explained the impact of job insecurity on both organizational commitment and job performance. It helped to understand the relationship between the individuals and their organization (Coyle-shapiro & Conway. 2005).

The Social Exchange Theory

Social exchange theory is a concept based on the notion that a relationship between two people is created through a process of cost-benefit analysis. In other words, it is a metric designed to determine the effort put in by an individual in a person-to-person relationship. The measurement of the pluses and minuses of a relationship between two parties may produce data that can determine if one is putting too much effort into a relationship. If the costs far out-weigh the benefits, it may be an indicator that it is time for one to move on. On the other hand, when the benefits in a relationship exceed the costs, the party benefitting is likely to maintain the relationship.

According to the social exchange theory, employees who perceive an organization's actions towards them as beneficial are characterized by positive attitudes and may feel obligated to reciprocate and be motivated to exert more effort at work. An employee who perceives to have a secure job is likely to have higher organizational commitment and be able to perform better. The concept of organizational commitment lies in the social exchange theory in that, it is the force behind workplace behaviour and the relationship shared by employees and their organization (Cropanzano & Mitchell, 2005). According to this theory, a balanced relationship between employees and the organization occurs when it is mutually rewarding to both parties (Blau, 1964; Howard & Hollander, 1997).

However, the social exchange theory is limited to only the cost-benefit analysis as the determinant factor for the existence or non-existence of the relationship between the two parties involved leaving out other factors which can also lead to the end of the relationship. The other factors include the legality of the nature of the organization's business, business insolvency or winding up, outbreak of catastrophes such as a war in that area, contagious or infectious disease, and so on.

Job Insecurity and Organizational Commitment

Job insecurity as defined by Greenhalgh and Rosenblatt (1984, p. 438) is "the perceived powerlessness to maintain desired continuity in a threatened job situation". Some theoretical frameworks suggest that, job insecurity is commonly accompanied by feelings of unpredictability and is expected to be associated with employees' negative reactions. According to Lazarus and Folkman (1984), people are uncertain about what their future holds, which makes it difficult for them to react appropriately.

Two types of job insecurity have been distinguished; quantitative job insecurity, which refers to the risk of losing one's job as a whole, and qualitative job insecurity which pertains to the continuation of important job features (Hellgren, Sverke & Isaksson,1999). Qualitative job insecurity concerns about the degree of losing social support in the job, the content of the job or the working conditions one may experience in the future. Job insecurity among today's employees is not surprising given the competition that, in the face of global recession, businesses are under intense pressure to remain profitable and sustainable (Sereka & Stymer, 2011). Some studies show that, when employees feel insecure in their current jobs, such a situation is most likely to lower their level of affective commitment to their organization and work performance (King, 2000; Sverke & Hellgren, 2002; De Witte & Naswall, 2003).

Traditionally, employees have believed that, in exchange for their work effort and commitment, the organization is expected to pay for performance and provide a high salary, job security, opportunities for advancement and promotion, sufficient responsibility, training and development (Rousseau, 1990; Robinson, 1996). Employees who survive layoffs frequently reduce their trust and commitment to the organization based on their belief that, the organization has become less committed to them. The prevalence of job insecurity in today's workplace has altered the way employees view the implicit exchange agreement or psychological contract, between themselves and their employers (Robinson & Rousseau, 1994; Rousseau, 1995; Sverke & Hellgren, 2002; De Witte, 2005). Organizational commitment is seen as an important variable to consider particularly if an organization's goal is to develop a stable workforce on whose continued membership it can count. It is on this account that, organizational commitment gets associated with a concern for employee retention, which has been seen as a major issue for many organizations.

Organizational commitment has been viewed in three main components representing affective, continuance, and normative (Meyer, Paunonen, Gellatly, Goffin & Jackson, 1989; Meyer & Allen, 1991). Affective commitment is defined as an employee's emotional attachment to, identification with, and involvement in the organization (Allen &Meyer, 1990). Continuance commitment is sometimes termed as calculative commitment (Mathieu & Zajac, 1990) as it is based on the cost that an employee associates with, when he or she leaves the organization. While normative commitment is viewed as an employee's feeling of obligation to remain with the organization (Meyer, Allen & Smith, 1993). In the study by Meyer and Allen (1991), it was found out that job insecurity has a negative relationship with affective and continuance organizational commitment. Normative commitment was not affected by job insecurity since employees with high levels of this form of commitment remain with the organization because they ought to do so whatever the circumstances are. Job insecurity has been associated with negative job-related outcomes such as employees reporting lower or reduced organizational commitment (Cheng & Chan, 2008). The employees' job insecurity may even foster a strong tendency or desire to depart from the organization (Probst & Brubaker, 2001).

Job insecurity is a matter of perceptions and interpretations of reality (Sverke et al, 2002). There are individual variations in perceptions; individuals may be more or less pessimistic and more or less realistic in their concerns about the job and feelings may impact on their assessment. Some worry greatly even when the actual threat of the job loss is not that great, others stay calm even in the face of the closure of the workplace. The subjective concept thus involves both a cognitive and an affective dimension; the two may be interconnected but are analytically different from one another (Anderson & Pontusson, 2007; Berglund, Furaker & Vulkan, 2014). The cognitive component refers to how people assess the likelihood that they will be laid off, while

the affective component is about their feelings. The two dimensions have a negative relationship with organizational commitment (Bosman, Buitendach & Laba, 2005).

According to De Witte and Naswall (2003), there are three theoretical perspectives that can make us believe that temporary employment contracts are associated with lower organizational commitment. The three theories of deprivation theory, psychological contract theory and job stress theory assert that job insecurity negatively affects organizational commitment. Deprivation theory assumes that temporary employees tend to experience social exclusion. They may feel deprived and are therefore less committed to their organization. The psychological contract theory has the assumption that employers and employees have mutual expectations of each other. When temporary employees feel that the employer does not offer permanent jobs, it is likely that they hold back engagement and loyalty. In other words, they restore a perceived imbalance by being less dedicated to the organization. Finally, job stress theory holds that negative employment characteristics such as temporary contracts lead to strain, which may also negatively affect organizational commitment. In other words, the three theories point in the same direction. This therefore implies that job insecurity and organizational commitment have a negative relationship. More research shows that job insecurity may make employees less inclined to remain with organization, though varying measures of job insecurity and turnover intentions are used (Sverke, Hellgren & Naswall, 2006).

However, on the other hand, other scholars believe that, job insecurity can actually lead to high commitment and high performance. It is argued that, job insecurity can lead to a highly developed sense of self interest and an acceptance that, employees are now responsible for maintaining their careers (Feldman, 1985; Peira, Sora & Caballer, 2012). Also the above literature

does not have any evidence to show that every committed employee has job security which leaves a gap to be filled by more research in the study.

Organizational Commitment and Job Performance

One's commitment to the organization is one of the main aspects which maintain the continuity of the organization. Organizational commitment is a form of attitudes that can be broken down into three basic components; emotional, informational, and behavioral (Luthans, 1998). Luthans (1998) showed that, high commitment leads to high levels of performance. An employee who has a high level of commitment towards the organization tends to remain a member for relatively a long time. When employees feel attached to, and identify with their organizations, they usually work harder. An employee's commitment to the organization entails goals, values, willingness to exert considerable effort on behalf of the organization, and a desire to maintain membership in an organization (Mowday, Porter & Steers, 1982).

Mathieu and Zajac (1990); Baugh and Roberts (1994); Ward and Davis (1995) identified a positive relationship between organizational commitment and job performance. Wright and Bonett (2002) conducted a meta-analysis to investigate the relationship between commitment and job performance for 3,630 employees obtained from 27 independent studies. The study found out that, organizational commitment and job performance were positively correlated. Motowidlo and Van Scotter (1994) proposed two dimensions of employee performance; Task or technical job performance and contextual job performance. Task job performance is the behavior associated with maintaining and serving an organization's technical core. Contextual or interpersonal job performance is a function of one's interpersonal skill and knowledge that support the broader social environment in which the technical core must function.

Organizational commitment has received substantial attention in past research due to its significant impact attitudes such as job performance. Organizational commitment is the relative strength of the identification of the individual and his or her involvement with a particular organization and remaining loyal to it. According to this definition, organizational commitment has three basic components; a strong belief in and acceptance of the organization's goals and values (identification), a willingness to exert a considerable effort on behalf of the organization (involvement), and a strong desire to remain with the organization (loyalty). A sizeable number of the related literature has looked into the relationship between organizational commitment and job performance. It is significant to appreciate the role of organizational commitment to influencing job performance output. Several previous scholars have examined the relationship between organizational commitment and job performance. For instance, Mowday et al. (1974), Bough and Roberts (1994), and Ward and Davis (1995) concluded that organizational commitment and job performance are positively correlated.

Yousef (2000) pointed out that, the level of organizational commitment influences the level of job performance in an organization. In addition, to his argument, organizational commitment has three basic components; identification, involvement, and loyalty. With the increasing speed and scale of change in organizations, managers are constantly looking for out ways to generate employees' commitment, which translates to competitive advantage and improved work attitudes such as job performance. Many studies have revealed that, the level of organizational and managerial support an employee feels and his or her level of involvement in the decision making will reflect the amount of feedback in terms of job performance. Meyer and Schoorman (1992); Kalleberg and Marsden (1995) investigated the relationship between

organizational commitment and job performance and found that, there is a positive relationship between organizational commitment and job performance.

Organizational commitment is an important antecedent of employees' performance at work (Fu & Deshpande, 2014). When employees are more committed to their organization, they would have greater involvement in the organization's activities and a strong desire to engage in beneficial in-role and extra-role behaviors (Meyer & Allen, 1991; Fu & Deshpande, 2014). Organizations that provide opportunities such as training, career advancement, job involvement, and participation to their employees make them to feel as part of the organization and may feel necessary to stay and perform better. A meta-analysis demonstrated by Riketta (2002) revealed that, organizational commitment and performance are related. Over the years, practitioners and researchers believed that, a loyal, committed worker is likely to be productive. Therefore, it is possible that, firms which have more committed and loyal employees are more productive, thus, more profitable than firms with employees known for less commitment and loyalty. It is stated by associates that, the level of organizational commitment is the driving force behind an organization's performance.

On contrary, other researchers suggested that, organizational commitment is largely unrelated to job performance. Mowday, *et al*., (1982) concluded that, the link between organizational commitment and job performance is largely non-existent. Mathieu and Zajac (1990); Meyer, Stanley, Herscovitch and Topolnytsky (2002) meta-analysis showed that, the correlation between organizational commitment and job performance is zero. Thus, they concluded; Organizational commitment has relatively little direct influence on job performance. Leong, Randoll and Cote (1994) and Wright (1997) found a negative correlation between measures of organizational commitment and job performance. From the above literature, there are

disagreements in the opinions of the different researchers relating to their findings. The study therefore, will help to find out the deeper truth about the relationship between the two variables.

Job Insecurity and Job Performance

In this study, we aim to gain a deeper understanding of the effects of job insecurity on task and contextual performance. Our focus is on performance behaviors because their relevancy is of practical interest for managers, especially in the current employment environment of uncertainty and global competition in which organizations are increasingly dependent on the productivity of their employees (Beatrice, Antonino, Flavio, Antonio, Emanuela & Hans, 2017). Research has demonstrated that, job insecurity is a relevant antecedent of job performance behaviors. In this regard, Cheng and Chan (2008); Sverk (2002), in their meta-analysis, suggest that job insecurity has a negative effect on job performance.

This study aims at increasing research on behavioral responses to job insecurity. We embrace two kinds of performance outcomes, task and extra-role behaviors. According to Borman and Motowidlo (1993), the work performance domain can be encompassed by two comprehensive dimensions; in-role (task) job performance and extra-role (contextual) job performance. According to Campbell (1990), in-role job performance is related to behaviors directed towards prescribed tasks, duties, and responsibilities as formally documented in the job description. In-role job performance is also defined as those outcomes and behaviors expressly required by the organization and strictly linked to the goals of the organization (Motowidlo & Van Scotter, 1994), including meeting organizational objectives and effective functioning. Extra-role performance refers to employees' discretionary and voluntary behaviors without necessarily influencing a person's target productivity directly (Podsakoff & Mackenzie, 1994). Greenhalgh (1982); as well as Cobb and Kasl (1997) found that, perceptions of job insecurity had a negative impact on job

performance. Employees' performance on the job, perhaps more especially in a technology and innovative firm requires behaviors that foster innovation and the implementation of ideas (Scott & Bruce, 1994).

Job insecurity can put employees in a threatening situation where they fear losing something of value which can be either the entire job or some privileges associated with their jobs. In a situation where an employee's job is insecure, it means that the situation is characterized by unpredictability which makes the employees unsettled at work. The insecurity in their jobs is likely to hinder their ability to focus on the work that needs to be done and this thus, interferes with the goal attainment (Probst, Jiang & Lopez-Bohle, 2020). Employees who feel insecure in their jobs are likely to fear that losing their jobs threatens the monetary and non-monetary benefits that people acquire through working. Employees fear to lose their jobs because they do not want to belong to the marginalized group of the unemployed (Selenko, Makikangas & Stride, 2017).

Job insecurity can make job performance fluctuate over time because the appraisals are not constant. For employees who appraise job insecurity as a threat predominantly, any of the following three unstable patterns of job performance is possible; continuous impact pattern, sleeper effect pattern and initial impact pattern (Debus, Unger & Konig, 2019). For the continuous impact pattern, the longer the employees experience job insecurity, the more their job performance will deteriorate. Employees in this pattern perceive job insecurity predominantly as a threat and they increasingly reduce their work efforts and their job performance decreases. For the sleeper effect pattern, job performance remains stable after employees start perceiving job insecurity, but as the duration of job insecurity gets longer, detriments in employees' job performance begin showing and eventually performance output begins to reduce. For the initial impact pattern, the level of job performance will first deteriorate after the feelings of job insecurity sets in and then improves later

even though job insecurity is still present. This is because the employees can get used to the threat and embrace the adaption mechanism.

However, other scholars argue that, job insecurity leads to a higher level of job performance in an organization. Feather and Rauter (2004) specifically showed that, when employees feel insecure about their jobs, they indeed go above and beyond the call of duty. Staufenbiel and Konig (2010) and Shoss (2017) revealed that job insecurity can make employees hope that they can minimize the likelihood of losing their jobs by performing better. This aspect of job insecurity: the "job preservation motivation" can encourage employees to work harder so as to impress their supervisors beyond performance expectations (Jessie, Jasmine & Annelies, 2020). When their supervisors notice that the employees' hard working and adding value to the organization, then there is a possibility of safeguarding themselves from job loss. The collective improved work performance can reduce the overall likelihood of being laid off (Gilboa, Shirom, Fried & Cooper, 2008). The above contradictions am the various scholars about the relationship between job insecurity and job performance calls for more research to find out whether the relationship between the two variables is positive or negative and the degree of the relationship.

Research Hypotheses

1. Job insecurity and organizational commitment are significantly related.
2. Organizational commitment and job performance are significantly related.
3. Job insecurity and job performance are significantly related.
4. Organizational commitment significantly mediates the relationship between job insecurity and job performances.

Chapter Three

Methodology

Introduction

The study methodology included the research design, population, sample size, sampling technique, the instrument of data collection, measures, quality control, procedures, data management, and data analysis. This chapter shows how data was collected, the specific category of people and the number of respondents contacted for their opinions. It identifies the item instrument and measures used and how quality control was ensured by defining the validity and reliability of the item instrument used, including the procedure of data collection as well as managing and analysis of the data.

Research Design

A correlational study design was used in measuring and assessing the relationship between the study variables. This design was chosen because it was the most appropriate to serve the purpose of the study. The validity of this survey design makes it appropriate to make predictions about the population (Lavrakas, 2008). A quantitative research approach was used in both data collection and analysis.

Population

According to the information given to the researcher by the institutions' websites about the available number of staff, the researcher targeted a population of 83 employees from YMCA Comprehensive Institute in Kampala, 51 employees from Makerere Institute for Social Development in Kampala and 47 employees from Makerere Business Institute in Kampala which made a total population of 181 employees.

Sample Size

Basing on Krejcie & Morgan (1970) sample size determination table, a sample of 150 employees of both teaching and administrative staff from three privately owned Tertiary Institutions in Kampala was targeted. These included 66 from YMCA Comprehensive Institute in Kampala, 44 from Makerere Institute for Social Development in Kampala, and 40 from Makerere Business Institute in Kampala.

Sampling Technique

A quota sampling method was used in selecting the participants in the study from the population. The study participants were chosen on a non-random basis whereby all members of the population did not have equal chance of being selected to participate in the study. The study participants were both the administration and teaching staff excluding the support staff.

Instruments and Measurement

The researcher used a closed-ended questionnaire which required the respondents to fill in on their own without influence from the researcher. The questionnaire consisted of four sections; Section A required the respondents to fill in their personal information such as age, gender, religion, etc. This information helped to know the categories of participants in the study and whether a particular category feels more insecure at work than others.

Section B required the respondents to provide their attitude about job insecurity. Job insecurity was measured with items developed by Hellgren *et al*. (1999) such as "The future of my job is not clear". "The terms and conditions of my employment need to be revised". "Am not sure whether i can keep my job" and so on. Using the five-point Likert scale (1932) of measurement, the respondents were required to indicate the degree of either agreement or disagreement with a

particular attitudinal question in a five-choice format ranging from strongly disagree to strongly agree.

Section C was measured using the organizational commitment item scale developed by Allen and Meyer (1990). This scale measures overall organizational commitment using items such as "Spending the rest of my career with this organization will enable me achieve my goal expectations in life". Sometimes am involved in making decisions of this organization". "Working with this organization has made me achieve my goals" and so on. The degree of disagreement or agreement with a particular attitudinal question will range from; (1= strongly disagree to 5 = strongly agree).

Section D required the respondents to provide their attitudinal information about job performance and the instrument used was a self-appraisal job performance scale developed by Chirumbolo and Areni (2010). The respondents were asked to rate how well they performed each of the possible actions or activities in the past working year, such as, taking up responsibilities, meeting deadlines, performing without mistakes, taking initiatives, achieving one's objectives, team work, etc. Responses were made on a scale ranging from 1 = strongly disagree to 5 = strongly agree.

Quality Control

Quality control was maintained by ensuring validity and reliability of the instrument (questionnaire) which was used in the study. Validity was ensured by using a standardized questionnaire designed and used in earlier studies while reliability was ensured by using a similar format of the questionnaire to all the respondents to obtain feedback of the same nature. This instrument is free of measurement error as it was tested and found acceptable with Cronbach's

alpha of 0.70 and above. Hellgren et al (1999) tested Job insecurity and found it acceptable with cronbach's alpha of 0.71, while Allen and Meyer (1990) tested organizational commitment and found it with cronbach's alpha of 0.80 and Chirumbolo and Areni (2010) tested job performance and found it with cronbach's alpha of 0.83.

Procedure

Letter of introduction was obtained from the department of Industrial or organizational psychology in the school of psychology, Makerere University which was presented to the institutions. The researcher got permission from the specific institutions allowing him to collect data from them. He explained to the participants about the purpose of the study in order to get their consent. He also assured the participants in advance that, the data collection process and the data collected from them will be kept confidential with restricted access to unauthorized persons.

Data Management

The questionnaires collected back from the respondents were sorted to remove the ones which were not filled in. Each questionnaire was numbered in order to avoid errors arising from entering data from each questionnaire more than once, and then, data from the questionnaire was coded as follows; For sex: male = 1 and female =2. For religion: Catholic =1, Protestant = 2, Moslem = 3, others = 4. For job insecurity, the scale was coded as follows; strongly disagree = 1, disagree = 2, not sure = 3, agree = 4, strongly agree = 5. Organizational commitment was coded as follows; strongly disagree = 1, disagree = 2, not sure = 3, agree =4, strongly agree = 5. While job performance was coded as follows; strongly disagree = 1, disagree = 2, not sure = 3, agree = 4, strongly agree = 5.

Data Analysis

The data was edited, and coded into a sheet and analyzed using a Statistical Package for Social Sciences (SPSS) version 21. The researcher used Pearson's correlation to test the hypotheses 1, 2, & 3 (job insecurity and organizational commitment are significantly related, organizational commitment and job performance are significantly related, job insecurity and job performance are significantly related). After this, a linear regression using process macro (Hayes, 2013) was used to test the mediation effect of organizational commitment on the relationship between job insecurity and job performance.

Ethical Consideration

The researcher sought permission from the respective organizations after explaining to them about the purpose of the study. The identity of the participants remained anonymous as no one was required to indicate his or her name on the questionnaire. The participation in the study was at an individual's free-will and the researcher ensured that, the information provided by the respondents is kept confidential and restricted to the unauthorized persons.

Chapter Four

Results

Introduction

In this chapter, the results of the study are presented, analyzed and interpreted in relation to the hypotheses of the study. The chapter gives the background information of the respondents, correlations between the variables and mediation effect.

Respondents' Background Information

In this section, the background information that was sought from the respondents who participated in the study includes; sex, age, religion, and period of time spent in the institutions.

Table 1: Background information of the respondents

		Freq	Percent
Sex	Male	94	61.0%
	Female	60	39.0%
	Total	154	100%
Religion	Protestant	52	33.8%
	Catholic	45	29.2%
	Moslem	27	17.5%
	Others	30	19.5%
	Total	154	100%
Age group	< 30 years	31	20.1%
	30-35 years	38	24.7%
	36-40 years	35	22.7%
	41-45 years	24	15.6%
	> 45 years	26	16.9%
	Total	154	100%
	1-5 years	56	36.3%
	6-10 years	46	29.9%
Period of time spent in this institution	11-15 years	24	15.6%
	> 15 years	28	18.2%
	Total	154	100%

The information in Table 1 shows that the highest number of respondents who participated in the study were males who were 94 representing 61% of the sample while females were 60 representing 39% of the sample. This therefore means that the workforce in the privately owned tertiary institutions in Kampala is dominated by males which might be due to the fact that majority of the applicants for the jobs in these organizations are male.

Table 1 shows the age brackets of the respondents ranging from the youngest to the oldest. Those who were below the age of 30 years were 30 presenting 19.5% of the sample, while those from 30 to 35 years were 39 representing 25.3% of the sample. From the age of 36 to 40 years, they were 35 (22.7%) of the sample, while from 41 to 45 years were 24 (15.6%) of the sample and those above 45 years of age were 26 (16.9%) of the sample. These results show that the age group with the highest percentage of respondents is 30 to 35 (24.7%) of the sample, followed by 36 to 40 (22.7%)of the sample while the least represented age group was those from the age of 41 to 45 years with 15.6% of the sample. This means that majority of the job applicants in the privately owned tertiary institutions in Kampala are those within their 30s who are still fresh graduates from higher institutions of learning looking for any possible source of income but as they grow up into their 40s, motivation to retain them becomes difficult leading to an increase in the labour turnover rate.

The most represented religion in the study was protestant with 52 participants (33.8%) of the sample, followed by Catholics with 45 participants representing 29.2% of the sample. Moslems were 27 (17.5%) of the sample while others were 30 (19.5%) of the sample. This therefore means that majority of the employees working in these organizations are Christians (protestants followed by Catholics) with fewer Moslems and other believers which might be due to the surrounding nature of the population from which they recruit their workforce.

According to the Table 1, the number of respondents who had stayed with their institutions for a period of time from 1 to 5 years was 56 representing 36.3% of the sample. These were followed by 46 respondents who had spent from 6 to 10 years with their institutions representing 29.9% of the sample. From 11 to 15 years were 24 (15.6%) of the sample while those above 15 years of service were 28 representing 18.2% of the sample. These results show that the number of new job entrants is high but after getting engaged, retention of their employees remains a big challenge which might be as a result of low motivation leading to an increase in the labour turnover rate

Correlations

This section provides results of the correlations and hypothesis testing and these hypotheses include; job insecurity and organizational commitment are significantly related, organizational commitment and job performance are significantly related, and, job insecurity and job performance are significantly related.

Table 2: Correlations between the study variables

	M	SD	1	2	3	4	5	6	7	8	9	10
1. Overall job insecurity	39.56	10.11	1									
2. Quantitative job insecurity	18.83	5.23	.91**	1								
3. Qualitative job insecurity	20.73	5.79	.93**	.68**	1							
4. Organizational commitment	45.44	5.81	-.43**	-.37**	-.42**	1						
5. Affective commitment	29.85	5.74	-.47**	-.39**	-.46**	.88**	1					
6. Continuance commitment	9.43	2.60	-.14	-.17*	-.09	.17*	-.22**	1				
7. Normative commitment	6.14	1.65	.34**	.34**	.28**	.16*	-.03	-.20*	1			
8. Overall job performance	48.75	6.19	-.22**	-.23**	-.18*	.13*	.09	.21**	-.18*	1		
9. Task performance	29.62	3.86	.02	-.04	.071	-.02	-.14	.28**	-.03	.78**	1	
10. Contextual performance	19.12	3.97	-.36**	-.31**	-.35**	.23**	.27**	.05	-.25**	.79**	.25**	1

* $p < .05$, ** $p <. 01$

Hypothesis One

The hypothesis stated that job insecurity and organizational commitment are significantly related. The results in table 2 show that the overall job insecurity has a negative and significant correlation with the overall organizational commitment ($r = -.43$, $P < 0.01$). The two components of job insecurity are negatively related to the overall organizational commitment; quantitative job insecurity ($r = -.37$, $P < 0.01$) and qualitative job insecurity ($r = -.42$, $P < 0.01$).The overall job insecurity has a negative and significant relationship with each of the two components of organizational commitment; affective commitment ($r = -.47$, $P < 0.01$) and continuance commitment ($r = -.14$, $P > 0.05$) but has a positive significant relationship with normative commitment ($r = .34$, $P < 0.01$). This means that job insecurity has negative effects on employees' commitment towards their organizations and that, when employees feel insecure in their jobs, their level of commitment to the organization reduces.

Hypothesis Two

The hypothesis stated that organizational commitment and job performance are significantly related. The results in table 2 show that overall organizational commitment was positively and significantly related to overall job performance ($r = .13$, $P < 0.05$). This means that employees' commitment to their organizations will promote their performance in their jobs. Organizational commitment had a non-significant relationship with task job performance ($r = -.02$, $P > 0.05$) and a positive significant relationship with contextual job performance ($r = .23$, $P < 0.01$).

Hypothesis Three

The hypothesis stated that job insecurity and job performance are significantly related. The results in table 2 show that there is a significant negative correlation between the overall job insecurity and overall job performance ($r = -.22$, $P < 0.01$). The overall job insecurity has a negative significant relationship with contextual job performance ($r = -.36$, $P < 0.01$). This means that employees' feeling of job insecurity will lead to a reduced level of job performance. On the other hand, the results show that the overall job insecurity has a non-significant relationship with task job performance ($r = .02$, $P > 0.05$).

Mediation Analysis

Mediation analysis was performed to test whether organizational commitment mediates the effects of job insecurity on job performance. The results were presented in table 3 below.

Table 3 : Presents the mediation regression analysis of the effects of organizational commitment on the relationship between job insecurity and job performance

Predictors	Organizational Commitment						Performance					
	B	SE	t	p	95% CI		B	SE	t	p	95% CI	
					LLCI	ULCI					LLCI	ULCI
Constant	51.19	2.52	20.33	.00	46.21	56.17	49.40	5.94	8.31	.00	37.65	61.15
Job insecurity	-.23	.04	-5.61	.00	-.31	-.15	-.12	.05	-2.27	.02	-.23	-.02
Organizational commitment							.05	.10	.54	.59	-.14	.25
Model Summary	$R^2 = .27$, $F(4, 148) = 13.40$, p = .000						$R^2 = .06$, $F(5, 147) = 1.85$, p = .107					
							B	SE	t	p	LLCI	ULCI
Total effect							-.13	.05	-2.76	.01	-.23	-.04
Direct effects							-.12	.05	-2.27	.02	-.23	-.02
Indirect effects via organizational commitment							-.01	.02			-.06	.03

The results in table 3 above show that job insecurity has a negative effect on organizational commitment (b = -.23, p < 0.01) and a negative effect on job performance (b = -.12, p < 0.05). On the other hand, organizational commitment had no negative effects on job performance (b = .05, p = .59). The table shows that the indirect effects were not significant (b = -.01, CI = -.06, .03). Therefore, it is concluded that organizational commitment did not mediate the relationship between job insecurity and job performance.

Chapter Five

Discussion, Conclusion and Recommendations

Introduction

This study aimed at establishing the relationship between job insecurity, organizational commitment and job performance among employees of private tertiary institutions in Kampala. This chapter comprises of three sections; the discussion which presents the research results, the conclusion regarding the general picture of the study findings, and the recommendations.

Job Insecurity and Organizational Commitment

The first objective stated that, to establish the relationship between job insecurity and organizational commitment. The results showed that there is a negative significant relationship between the overall job insecurity and the overall organizational commitment which led to the acceptance of the alternative hypothesis and rejection of the null hypothesis. The study results further showed that the overall job insecurity has a negative significant relationship with both affective and continuance forms of organizational commitment respectively. The same study showed that normative commitment was not negatively affected by job insecurity which could be due to the organizational policy and, or the contractual agreement between both the employer and the employees. This therefore in general meant that employees in private tertiary institutions in Kampala who experienced the feelings of job insecurity were hardly committed to their organizations.

In studies by other researchers, it was found that when employees feel insecure in their current jobs, such a situation is most likely to lower their level of commitment to their organizations and job performance (King, 2000; Sverke & Hellgren, 2002; De Witte & Naswall, 2003). In the study by Meyer and Allen (1991), it was found that job insecurity had a negative

significant relationship with both affective and continuance types of organizational commitment. Normative commitment was not affected by job insecurity since employees with high levels of this form of commitment to the organization remain with the organization because they ought to do so whatever the circumstances are. Cheng and Chan (2008) confirmed that job insecurity was associated with negative job-related outcomes such as employees reporting reduced level of commitment to their organizations.

Job insecurity is a matter of perceptions and interpretations of reality (Sverke et al, 2002). There are individual variations in perceptions; individuals may be more or less pessimistic and more or less realistic in their concerns about the job and feelings may impact on their assessment. Some worry greatly even when the actual threat of the job loss is not that great, others stay calm even in the face of the closure of the workplace. The subjective concept thus involves both a cognitive and an affective dimension; the two may be interconnected but are analytically different from one another (Anderson & Pontusson, 2007; Berglund, Furaker & Vulkan, 2014). The cognitive component refers to how people assess the likelihood that they will be laid off, while the affective component is about their feelings. The two dimensions have a negative relationship with organizational commitment (Bosman, Buitendach & Laba, 2005).

Organizational commitment has been viewed in three main components representing affective, continuance, and normative (Meyer, Paunonen, Gellatly, Goffin & Jackson, 1989; Meyer & Allen, 1991). Affective commitment is defined as an employee's emotional attachment to, identification with, and involvement in the organization (Allen &Meyer, 1990). Continuance commitment is sometimes termed as calculative commitment (Mathieu & Zajac, 1990) as it is based on the cost that an employee associates with, when he or she leaves the organization.

While normative commitment is viewed as an employee's feeling of obligation to remain with the organization (Meyer, Allen & Smith, 1993).

In the study by Meyer and Allen (1991), it was found out that job insecurity has a negative relationship with affective and continuance organizational commitment. Normative commitment was not affected by job insecurity since employees with high levels of this form of commitment remain with the organization because they ought to do so whatever the circumstances are. Job insecurity has been associated with negative job-related outcomes such as employees reporting lower or reduced organizational commitment (Cheng & Chan, 2008). The employees' job insecurity may even foster a strong tendency or desire to depart from the organization (Probst & Brubaker, 2001).

Organizational Commitment and Job Performance

The second objective stated that, to find out the relationship between organizational commitment and job performance. The results from the study showed that, there is a positive and significant relationship between the overall organizational commitment and the overall job performance. This led to the acceptance of the null hypothesis and rejection of alternative hypothesis. This therefore meant that employees who were committed to their organizations were more likely to perform well in their jobs. Luthans (1998) showed that, high commitment to the organization leads to high levels of job performance. Mathieu and Zajac (1990); Baugh and Roberts, (1994); Ward and Davis (1995) identified a positive relationship between organizational commitment and job performance. Employees who are more committed to their organizations tend to have greater involvement in the organization's activities and a strong desire to engage in beneficial in-role and extra-role behaviours (Meyer & Allen, 1991; Fu & Deshpande, 2014).

Organizations which hire the right workforce with a positive attitude towards the organization have upper chances of having higher yielding employees. A committed workforce minimizes resource wastage and maximizes productivity. In the research by Youseff (2000), it was found that organizational commitment positively influences job performance. For organizations striving for sustainability in the competitive business environment, it necessitates them to hire committed employees because it is their level of commitment to their organizations which will determine their level of job performance output. Babin and Boles (1996) suggested that the level of an employee's commitment to the organization is positively and significantly related to his or her level of job performance. In a conducted meta-analysis to investigate the relationship between organizational commitment and job performance among 3,630 employees obtained from 27 independent studies, the study found that organizational commitment and job performance were positively correlated (Wright & Bonett, 2002).

In another meta-analysis by Riketta (2002), it was revealed that organizational commitment and job performance were positively correlated. Employee commitment has a great impact on the individual-level outcomes such as employee job performance (Meyer *et al*. 2002). Organizational commitment contributes to an employee's psychological state which characterizes an employee's relationship with the organization, which includes their willingness to continue their membership with the organization, and this eventually boosts job performance. The person's decision to give his or her services wholeheartedly or not depends on the way how that employee feels about the organization. The organization-employee relationship plays a greater role regarding the level of employees' job performance. The empirical study by Meyer *et al* (2002) found that organizational commitment positively correlated with job performance.

Organizational commitment has received substantial attention in past research due to its significant impact attitudes such as job performance. Organizational commitment is the relative strength of the identification of the individual and his or her involvement with a particular organization and remaining loyal to it. According to this definition, organizational commitment has three basic components; a strong belief in and acceptance of the organization's goals and values (identification), a willingness to exert a considerable effort on behalf of the organization (involvement), and a strong desire to remain with the organization (loyalty). A sizeable number of the related literature has looked into the relationship between organizational commitment and job performance. It is significant to appreciate the role of organizational commitment to influencing job performance output. Several previous scholars have examined the relationship between organizational commitment and job performance. For instance, Mowday et al. (1974), Bough and Roberts (1994), and Ward and Davis (1995) concluded that organizational commitment and job performance are positively correlated.

Yousef (2000) pointed out that, the level of organizational commitment influences the level of job performance in an organization. In addition, to his argument, organizational commitment has three basic components; identification, involvement, and loyalty. With the increasing speed and scale of change in organizations, managers are constantly looking for out ways to generate employees' commitment, which translates to competitive advantage and improved work attitudes such as job performance. Many studies have revealed that, the level of organizational and managerial support an employee feels and his or her level of involvement in the decision making will reflect the amount of feedback in terms of job performance. Meyer and Schoorman (1992); Kalleberg and Marsden (1995) investigated the relationship between

organizational commitment and job performance and found that, there is a positive relationship between organizational commitment and job performance.

Job Insecurity and Job Performance

The third objective stated that, to find out the relationship between job insecurity and job performance. The study results showed that, there is a negative significant relationship between the overall job insecurity and the overall job performance. These results led to the rejection of the null hypothesis and acceptance of the alternative hypothesis. This therefore meant that employees who experienced the feelings of job insecurity in organizations were characterized by low levels of job performance output. A meta-analysis study suggested that job insecurity has negative effects on job performance (Sverke, 2002; Cheng & Chan, 2008). When employees begin to feel insecure in their current employments, their level of concentration at work reduces which eventually results into lower job performance output. Studies have confirmed that employees' perception of job insecurity had a negative effect on job performance (Podsakoff & Mackenzie, 1994; Cobb & Kasl, 1997).

In the research about the correlation between job insecurity and job performance behaviours, Chirumbolo and Areni (2010) found that job insecurity is negatively related to job performance. This as a result makes employees to perceive it that, there are no opportunities for career growth and development. A working environment which threatens the certainty of the employees' future in the organization can be detrimental to the employees' job performance. When an employee is assigned a task to perform, he or she is required to deliver towards the expectations of the employer. In order for this to be achieved, an employer is supposed to provide or put in place a favourable working environment which can enable an employee deliver to the employer's performance expectations.

Job insecurity can negatively affect employees' job performance because it leads to strain reaction. In an organization, employees who develop the feelings of job insecurity experience strain because they need to use both emotional and physical resources to cope with the threatening anticipation of a job loss. This eventually distracts work-effort away from performance related objectives (Reisel *et al*. 2010). A reduced level of performance output may be a sign of trying to cope with uncontrollable work situation such as job insecurity. The negative relationship between job insecurity and job performance originates from the perspective of the psychological contract theory. Research found that a breach of the psychological contract is an antecedent of job insecurity in that employees expect job security from the employer in exchange for their royalty to the organization (De Cuyper & De Witte, 2006). Consequently, job insecurity may reduce the employees' felt obligation to perform due to their perception of a breach in social exchange with the organization (Piccoli et al. 2017).

Job insecurity can put employees in a threatening situation where they fear losing something of value which can be either the entire job or some privileges associated with their jobs. In a situation where an employee's job is insecure, it means that the situation is characterized by unpredictability which makes the employees unsettled at work. The insecurity in their jobs is likely to hinder their ability to focus on the work that needs to be done and this thus, interferes with the goal attainment (Probst, Jiang & Lopez-Bohle, 2020). Employees who feel insecure in their jobs are likely to fear that losing their jobs threatens the monetary and non-monetary benefits that people acquire through working. Employees fear to lose their jobs because they do not want to belong to the marginalized group of the unemployed (Selenko, Makikangas & Stride, 2017).

 Job insecurity can make job performance fluctuate over time because the appraisals are not constant. For employees who appraise job insecurity as a threat predominantly, any of the following three unstable patterns of job performance is possible; continuous impact pattern, sleeper effect pattern and initial impact pattern (Debus, Unger & Konig, 2019). For the continuous impact pattern, the longer the employees experience job insecurity, the more their job performance will deteriorate. Employees in this pattern perceive job insecurity predominantly as a threat and they increasingly reduce their work efforts and their job performance decreases. For the sleeper effect pattern, job performance remains stable after employees start perceiving job insecurity, but as the duration of job insecurity gets longer, detriments in employees' job performance begin showing and eventually performance output begins to reduce. For the initial impact pattern, the level of job performance will first deteriorate after the feelings of job insecurity sets in and then improves later even though job insecurity is still present. This is because the employees can get used to the threat and embrace the adaption mechanism.

Conclusion

 The study examined the relationship between job insecurity, organizational commitment and job performance among employees of the privately owned tertiary institutions in Kampala. The overall results showed that there is a negative significant relationship between job insecurity and organizational commitment. The study-results showed that the overall organizational commitment and the overall job performance are positively and significantly correlated. The results further confirmed that, there is a negative and significant correlation between job insecurity and job performance. This therefore means that, where employees work in a job-loss threatening environment, their level of commitment to the organization will be low and eventually leading to low levels of job performance output. On the other hand, if organizations

are to achieve their goals, they need to hire high job performing employees. High job performance requires hiring committed employees who can submit their individual interest to the general interests of the organization. In addition, having committed employees in an organization requires them to work from a secure job environment.

Limitations/Challenges

Some of the targeted respondents were hostile to the researcher and considered the study as an inconvenience to them much as he had well explained to them about the purpose of the study. This challenge was overcome by being patient and tolerant until the ones who were ready to participate helped to convince their colleagues and after a number of days, a sizeable number of respondents were obtained.

Some of the respondents were not willing to share information with the researcher due to fear of the consequences from their administrators after participating in the exercise. Others thought that answering a questionnaire was as if they are exposing their organizations (employers) to the public. After further explanation to them with the help of their administrators, they told the researcher that they misplaced the earlier questionnaires and kept on asking the researcher to supply more copies which the researcher tolerantly did in which they filled after several days of patience.

The dissertation was reviewed by a number of lecturers who were giving contradicting comments for corrections. This could confuse the researcher and stressed him as he kept on editing after every time a given reviewer had put comments for corrections. He managed this situation by working closely with his allocated academic supervisors who continuously guided him towards the end.

Printing the dissertation became costly as the researcher kept on printing new copies whenever he edited the work upon every new opinion of a given reviewer was given.

Recommendations

According to the findings, employees who stay with their organizations for a period of fifteen (15) or above years are 28 representing 18.2% of the sample population. This means that employees do not stay with their organizations for long which leaves unanswered questions. This require that, organizations through human resource management departments should put in place a mechanism of detecting and identifying the triggers which make employees leave the organizations in the first ten (10) years of service and come in with an appropriate intervention as early as possible. This will minimize the labour turnover rate and retain the experienced ones which in turn reduce the costs of hiring and training of the new employees who may lack full knowledge of the new organization.

The results in hypothesis one (job insecurity and organizational commitment are significantly related) showed that the overall job insecurity has a negative effect on the overall organizational commitment. Organizations need to enhance employee commitment to different targets especially to the goal attainment by providing a secure and convenient working environment so that employees can feel that they belong to the organizations and the organizations belong to them. A secure job performance environment will help to promote a positive attitude towards their jobs and hence, improve their job performance.

Hypothesis two (organizational commitment and job performance are significantly related) of the study confirmed that there is a significant and positive relationship between organizational commitment and job performance. This therefore means that, attainment of

organizational goals through employees' job performance require organizations to put incentives in place so as to keep motivating and building the loyalty of employees towards their organizations so that they can perform their jobs well.

The findings revealed that the tertiary institutions employ people from different religious backgrounds and they work harmoniously. This means that divisions among employees on the basis of religious factions are not entertained and instead, attention is given to the values and goals of the organizations and this is a commendable attitude and behaviour.

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Appendices

Appendix A: Questionnaire

Dear Sir/Madam,

I am Stanley Sserubugo a student of Makerere University offering a master of organizational psychology degree. I am required to write a dissertation as partial fulfillment of my study programme. I am conducting research about Job Insecurity, Organizational Commitment and Job Performance among Employees of Private Tertiary Institutions in Kampala. I kindly request you to spare some of your time to answer all the questions presented before you. The information obtained will be purely for the purpose of academic research and your identity and response will be kept anonymous and confidential.

Personal Information

1) Age: ----------- years

2) Sex: a) Male ☐   b) Female ☐   (Tick in the appropriate box).

3) Religion: a) Protestant ☐   b) Catholic ☐   c) Moslem ☐   d) Others ☐

4) Period of time spent in this institution so far is ……………… years.

Dear respondent, you're provided with a 5 point Likert scale of measurement to determine your level of response with each statement. You're kindly requested to indicate your level of agreement or disagreement with each of the following statements by either circling or ticking appropriately.

The table below shows the level of agreement or disagreement with each statement;

1	2	3	4	5
Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree

Job Insecurity

Quantitative job insecurity

1.	The future of my job is not clear.	1	2	3	4	5
2.	At times i get administrative threats from my employer.	1	2	3	4	5
3.	Leaving this organization will be my greatest mistake in life.	1	2	3	4	5
4.	Am not sure whether i can keep this job.	1	2	3	4	5
5.	I once felt insecure with my job.	1	2	3	4	5
6.	One day i felt like i just leave this job.	1	2	3	4	5
7.	I can tell the warning signs of losing my job.	1	2	3	4	5

Qualitative job insecurity

1.	I think my job will change for the worse.	1	2	3	4	5
2.	Chances are high for my job to change in a negative way.	1	2	3	4	5
3.	My terms and conditions of employment need to be revised.	1	2	3	4	5
4.	I am worried about how my job will look like in the future.	1	2	3	4	5

5.	My job has many challenges.	1	2	3	4	5
6.	Negative performance feedback from my supervisor can actually motivate me to perform better.	1	2	3	4	5
7.	My job requires a lot of skills to be performed.	1	2	3	4	5
8.	It is a bit challenging to follow all the institution's policy guidelines.	1	2	3	4	5

Organizational Commitment

Affective Commitment

1.	Working with this organization has made me achieve my goals.	1	2	3	4	5
2.	I believe that spending the rest of my career with this organization will make me achieve my goal expectations in life.	1	2	3	4	5
3.	I enjoy discussing my organization with people outside it.	1	2	3	4	5
4.	My colleagues are eager to know how i feel a sense of belonging to this organization.	1	2	3	4	5
5.	It took me long to get attached to this organization.	1	2	3	4	5
6.	I am emotionally satisfied with the current status of this organization.	1	2	3	4	5

7.	My being 'part of the family' at this organization makes me to feel successful.	1	2	3	4	5
8.	I joined this organization because it lacked an employee of my caliber.	1	2	3	4	5
9.	Sometimes i am involved in making decisions in this organization	1	2	3	4	5

Continuance Commitment

1.	I like this organization because it offers career opportunities to its employees.	1	2	3	4	5
2.	Employees' welfare in this organization needs improvement.	1	2	3	4	5
3.	The working environment in this organization needs improvement.	1	2	3	4	5

Normative Commitment

1.	I will put more conditions if am to renew my contract upon its expiry.	1	2	3	4	5
2.	My employer will feel betrayed if i leave this organization.	1	2	3	4	5

Job Performance

Task performance

1.	I always get overwhelmed to complete the duties specified in my job description on time	1	2	3	4	5

2.	It is possible to forget certain aspects of the job that am obligated to perform.	1	2	3	4	5
3.	It requires a lot of effort to meet all the formal performance requirements of my job.	1	2	3	4	5
4.	At times i wonder why i fail to perform essential duties of my job.	1	2	3	4	5
5.	I feel happy to take on challenging tasks.	1	2	3	4	5
6.	High performance requires close supervision.	1	2	3	4	5
7.	High performance is related to great work ethic.	1	2	3	4	5
8.	At times i experience challenges with inadequate facilitation to do my job.	1	2	3	4	5
9.	It is easy to fulfill all the responsibilities required by my job.	1	2	3	4	5

Contextual Performance

1.	My colleagues usually request me to help them finish their work on time.	1	2	3	4	5
2.	I work well when am in a team.	1	2	3	4	5
3.	My supervisor encourages me to use initiative while doing my work.	1	2	3	4	5
4.	I usually seek help from my colleagues to do my work.	1	2	3	4	5
5.	I am always tolerant and accommodative to my colleagues' weaknesses at work.	1	2	3	4	5
6.	At times I do not feel like sharing resources with my colleagues at work.	1	2	3	4	5

Thank you very much for your time.

Appendix B: A sample Size Determination Table

Table 3.1									
Table for Determining Sample Size of a Known Population									
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384
Note: N is Population Size; S is Sample Size						*Source: Krejcie & Morgan, 1970*			

Source: Kreijice & Morgan (1970), "Determining sample size for finite population".

Key: "N" is population size and "S" is sample size.