

Antecedents of Job Insecurity in Restructuring Organisations: An Empirical Investigation

Caroline Blackmore, Ryan Recruitment Ltd
J.R.C Kuntz, University of Canterbury

This study sought to expand upon the extant research on job insecurity as a multidimensional construct, and investigate potential antecedents in restructuring contexts. The objectives were threefold: first, to explore relationships between perceived organisational support, perceived employability, role ambiguity and role overload, neuroticism, and job insecurity (importance and probability dimensions); second, to examine variation in levels of these antecedents across restructuring stages (pre-, during, and post-restructuring) and across contract types (permanent vs. temporary); and third, to investigate the unique impact of restructuring stage, contract types, and attitudinal variables on job insecurity dimensions. Data were collected from a sample of 100 employees from several restructuring organisations in New Zealand. Perceived organisational support, perceived employability, role overload, neuroticism, and contract type emerged as significant predictors of job insecurity dimensions. Implications for researchers and practitioners are discussed.

Working life has witnessed dramatic changes with respect to career structures and work environments, including increasing number of women in the workforce, job complexity, aging workforce, and continuous introduction of new technologies. These changes, in addition to rapidly changing consumer markets and escalated demands for flexibility, have forced organisations to engage in various adaptive strategies in order to survive and remain competitive (Sverke, Hellgren & Näswall, 2006). These strategies involve “outsourcings, privatizations, mergers and acquisitions, often in combination with personnel reductions through layoffs, offers of early retirement, and increased utilization of subcontracted workers” (Sverke et al., 2006, p. 3). Organisations worldwide have undergone massive restructuring initiatives for the past decade, frequently resulting in downsizing or changes to employment conditions, a trend amplified by the recent global financial crisis.

Downsizing has been one of the most common strategies employed by organisations tackling the new demands of the current economic climate, and it consists of reducing the workforce or eliminating jobs in an effort to improve organisational performance (Kets, de Vries, & Balazs 1997; Sverke et al., 2006). This type of reorganisation strategy tends to create feelings of uncertainty with respect to the survival of the organisation as a whole, the future of the employees’ present job, or the preservation of valued job features. These organisational transformations have brought the issue of insecure working conditions to the forefront and, as a result, job insecurity emerged as one of the most important issues in contemporary work life, a phenomenon that has become frequently studied among scholars and researchers (Sverke & Hellgren, 2002; Sverke, Hellgren & Näswall, 2002). Despite the growing interest in this construct, the extant research has focused mainly on the

outcomes of job insecurity, including worker attitudes, health outcomes, job performance, and turnover (Probst, Stewart, Gruys, & Tierney, 2007; Reisel, Chia, Maloles, & Slocum, 2007; Sora, Caballer, Peiró, & de Witte, 2009; Staufenbiel & König, 2010), with little attention paid to its antecedents beyond the role of organisational communication and demographic variables (Kinnunen, Mauno, Nätti, & Happonen, 2000). Furthermore, while it has been suggested that employee evaluations regarding specific job insecurity dimensions will be contingent on organisational context, particularly at different stages of change (Mauno, Leskinen, & Kinnunen, 2001), few studies have considered restructuring impact, contract type, and change implementation stage in job insecurity research (for exceptions, see De Cuyper, Notelaers, & De Witte, 2009, Probst, 2003; and Swanson & Power, 2001). Lastly, job insecurity studies have mainly been conducted in Northern European settings, framed by the Scandinavian tradition of Worker Well-Being and Occupational Health research.

The purpose of the present study is threefold. First, we aim to contribute to job insecurity research by exploring several of its largely unexamined antecedents – namely perceived organisational support, employability, role features, and personality – in the context of restructuring organisations in New Zealand. We take a multidimensional approach to the study of job insecurity, and argue that different

sets of predictors will be uniquely associated to job insecurity dimensions. Second, we investigate whether levels of these predictors vary across change stages (pre-restructuring, currently restructuring, and post-restructuring) and across contract types (permanent vs. temporary). Finally, we expand upon previous studies and investigate whether contract types and restructuring stages account for variation in job insecurity perceptions beyond its attitudinal and dispositional antecedents.

Conceptualization of Job Insecurity

As a result of changes to the economic and labour markets in the past two decades, job insecurity has become one of the most significant stressors in modern work life (Clarke, 2007; De Cuyper, Bernhard-Oettel, Bernston, De Witte, & Alarco, 2008; Silla, De Cuyper, Gracia, Peiro, & De Witte, 2009). Recent meta-analyses provide evidence of consistent and negative relationships between job insecurity and job performance (ranging from -.19 to -.21), psychological health ($r_c = -.28$), and physical health ($r_c = -.28$) (Cheng & Chan, 2008; Gilboa, Shirom, Fried, & Cooper, 2008).

Greenlagh and Rosenblatt (1984) were among the first to place job insecurity in a larger conceptual framework, and advanced a theoretical model describing potential antecedents, attitudinal outcomes, and organisational consequences. Greenlagh and Rosenblatt (1984) defined job insecurity as a “perceived powerlessness to maintain desired continuity in a threatened job situation” (p. 438). Other definitions of the construct have since been proposed, including: a) “one’s expectations about continuity in a job situation” (Davy, Kinicki, & Scheck, 1997, p. 323); b) “an overall concern about the future existence of the job” (Rosenblatt & Ruvio, 1996, p. 587); c) “an employee’s perception of a potential threat to continuity in his or her current job” (Heaney, Israel, & House, 1994, p. 1431); and d) “a discrepancy between the level of security a person experiences and the level she or he might prefer” (Hartley, Jacobson, Klandermans, & van Vuuren, 1991, p. 7). Taken together, these definitions introduce job insecurity as a

multidimensional construct, suggesting a departure from the unidimensional perspective. The multidimensional approach to job insecurity proposes that the construct encompasses the amount of uncertainty an employee feels about his or her job continuity (i.e., job loss), along with perceptions regarding the continuity of and importance ascribed to certain dimensions of the job, such as opportunities for promotion, career development, and flexible work schedules (Hellgren et al., 1999; Kinnunen et al., 1999; Mauno & Kinnunen, 2002).

The current study adopts a multidimensional approach to job insecurity, and investigates both the likelihood that important features of the job will be lost, or that negative features will be introduced (job insecurity-probability), and the importance ascribed to the continuity of certain features of the job (job insecurity-importance) (Mauno et al., 2001). It is the authors’ position that “probability” and “importance” dimensions have unique relationships with job insecurity antecedents, and offer complementary insight into potential consequences of job insecurity perceptions. In practice, information regarding perceptions of job loss or the introduction of undesirable elements to current work processes (job insecurity probability) provide indication of the general change climate and suggest negative outcomes of change (e.g., turnover intentions, health consequences of stress). On the other hand, information regarding valued features of the current job (i.e., job insecurity importance) signals characteristics of the job and of the general work environment that reinforce positive perceptions of fit and commitment to the organisation. Organisations that use this information to preserve valued job features in the course of restructuring processes will likely ensure more positive attitudes and behaviours from downsizing survivors. For the reasons outlined, “probability” and “importance” dimensions of job insecurity will be included in this study.

Antecedents of Job Insecurity

The radical change from a traditionally secure working environment

to one that is rapidly changing and insecure is expected to affect not only workers’ wellbeing, but also their work attitudes and behaviour, which in the long run will impact the vitality of the organisation. Perceptions of job insecurity, from the perspective of job loss, have been associated with decreased trust in organisations (Ashford, Lee, & Bobko, 1989), decreased organisational loyalty, and a decrease in perceived organisational support (Rosenblatt & Ruvio, 1996). Job insecurity is also believed to influence organisational commitment, resistance to change, intention to leave (Ashford et al., 1989; Davy, Kinicki, & Scheck, 1997; Probst, 2007; Staufenbiel & König, 2010), and work performance (Rosenblatt & Ruvio, 1996).

The range and import of the effects of job insecurity on individual attitudes, performance, and health outcomes underscores the value of furthering our knowledge of the construct, including its potential antecedents. Three categories of job insecurity antecedents have been advanced in the literature: organisational and environmental conditions, individual and positional characteristics, and personal characteristics (Greenlagh & Rosenblatt, 1984; Kinnunen et al. 1999). This study examines a selection of job insecurity antecedents along these three categories. Antecedents of interest include perceptions linked to organisational and environmental characteristics (i.e., perceived organisational support, perceived employability, role features, change stages), personal characteristic (i.e., neuroticism), and positional characteristics (i.e., contract types).

Perceived Organisational Support and Job Insecurity

Most organisational behaviour models focus on perceptions of the work environment, referred to generally as ‘organisational climate’ (Patterson, West, Shackleton, Dawson, Lawthom, Maitlis, Robinson, & Wallace, 2005). Perceived organisational support (POS) reflects the extent to which individuals believe that their employing organisation values their contributions and cares for their wellbeing (Eisenberger, Hungtington, Hutchison, & Sowa, 1986). Perceived organisational support is associated to a range of positive work-related attitudes and behaviours, including job

satisfaction, organisational commitment, forms of citizenship and discretionary behaviour, attendance, and intention to stay in the organisation (Rhoades & Eisenberger, 2002).

Research on downsizing suggests that the uncertainty associated with major job elimination programs tends to have a negative effect on work attitudes and behaviours (Luthans & Somer, 1999). However, when employees perceive their organisation to care for their wellbeing and value them as important contributors, the negative impact of downsizing programs on employee attitudes is mitigated or suppressed. From a job insecurity standpoint, employees who perceive greater support from their organisation deem the restructuring process less threatening from a “probability” perspective. Evidence to date suggests that greater perceptions of organisational support are associated with decreased worry about being laid off, or witnessing the introduction of undesired job features as a result of restructuring (Armstrong-Stassen, 2004). While research on perceptions of support from the organisation has mainly explored job insecurity from the standpoint of job loss probability, the present study aims to investigate the relationship between perceived organisational support and the importance ascribed to current job features (job insecurity – importance). We expect that employees who perceive support from their organisation also place greater value on current job features. Hence, the following is hypothesized:

Hypothesis 1): There is a significant negative relationship between perceived organisational support and job insecurity (probability) and a positive significant relationship between perceived organisational support and job insecurity (importance) among employees in downsizing organisations.

Perceived Employability and Job Insecurity

Employability refers to the employee’s likelihood of finding alternative employment – either on the internal or the external labour market – and the individual’s ability to make labour market transitions (Fugate & Kinicki, 2009; Kluytmans & Ott, 1999). This concept has been assessed

using both objective and subjective indicators. Objective, or human capital and career indicators include education, job position and number of job changes (Van Dam, 2004). On the other hand, subjective indicators are perceptual in nature, resulting from the interplay of labour market conditions with individual characteristics, and generally reflect “the individual’s perception of their possibilities to achieve a new job” (Berntson & Marklund, 2007). Individuals’ perceptions of their work environment and professional attributes have been shown to impact work related attitudes and behaviours, such as perceptions of employability and perceptions of job insecurity (Silla et al. 2009). Perceptions of employability are defined as an individual’s perceptions of the characteristics which allow him or her to be proactive and changeable in his or her career (Fugate et al. 2004; Rothwell & Arnold, 2007).

Perceived employability has become a key element in the job insecurity debate (Van Dam, 2004; Van der Heijde & Van der Heijden, 2006). Perceived employability may reduce the likely unfavourable consequences of job insecurity, from the standpoint of perceived probability of job loss. Specifically, the magnitude of the negative relationship between job insecurity and wellbeing decreases when employees perceive many rather than few alternative employment opportunities (Greenhalgh & Rosenblatt, 1984; Fugate et al. 2004; Sverke & Hellgren, 2002).

Perceived employability has been identified as a potential antecedent of job insecurity (Sverke et al., 2002) in that high-employable workers may perceive less job insecurity than low-employable workers. Several explanations have been advanced to account for this relationship. For example, De Cuyper et al., (2008) suggests that less skilled workers are more likely to be employed in insecure jobs than highly skilled workers, and thus be more likely to perceive job insecurity. Furthermore, high-employable workers may view turbulent labour markets favourably, as a challenge rather than as a threat, hence perceiving less job insecurity. In contrast low-employable workers may perceive environmental uncertainty as a threat, and consequently experience

greater job insecurity. Finally, even though differences between high and low employability groups may not be significant in stable contexts, the introduction of changes to working conditions (e.g., restructuring) may widen that gap through increase of job insecurity perceptions among workers who do not perceive themselves as highly employable (Berntson & Marklund, 2007).

These findings indicate that perceptions of high employability may be related to lower perceptions of job insecurity (probability), particularly in unstable organisational environments. Thus, the following is hypothesized:

Hypothesis 2): There is a significant, negative relationship between perceived employability and job insecurity (probability) among employees in downsizing organisations.

Role Ambiguity, Role overload and Job Insecurity

Role ambiguity has been defined as the perceived lack of clear and sufficient information regarding role expectations for a given organisational position. It represents a major source of stress, and a function of the discrepancy between the information available to the employee and the information needed for adequate performance (Kahn, Wolfe, & Snoek, 1964). Conversely, role overload refers to a situation in which work demands exceed the available resources to meet those demands (Gilboa et al., 2008).

Although role ambiguity and role overload have both been described as hindrances, role overload has also been associated with positive outcomes, a challenge to workers (Gilboa et al., 2008), with both negative and positive effects on performance. Role overload could be conceivably regarded as a threatening stressor with an adverse effect on performance because it imposes demands on the individual that do not match the resources available (e.g., time, expertise, equipment). However, role overload may also occur when high performers willingly take on additional tasks and responsibilities, and are therefore motivated and able to execute them. In this situation, role overload can be perceived as a challenge, and be positively associated with performance

(LePine, Podsakoff, & LePine, 2005). Indeed, past studies have reported positive, negative, and no associations between overload and job performance (Le Pine, Le Pine, & Jackson, 2004; Spector & Jex, 1998).

In contrast with the extensive body of research addressing role features and job performance, the systematic investigation of relationships between role ambiguity, role overload and job insecurity, particularly in changing organisations, is limited. While there is general agreement regarding the relationship between downsizing practices and increased role ambiguity, conflict and overload (Burke & Greenglass, 1999; Swanson & Power, 2001), the impact of role features on job insecurity perceptions remains largely unexamined. As employees assigned with additional and more complex job roles during restructuring are often the most valued workers, we expect that role overload will be negatively related to perceptions of job insecurity (probability). Conversely, it is expected that lack of clarity regarding work demands and responsibilities (i.e., role ambiguity) will be positively related to perceptions of job insecurity (probability) in restructuring organisations.

Hypothesis 3a): There is a positive, significant relationship between role ambiguity and job insecurity (probability).

Hypothesis 3b): There is a negative, significant relationship between role overload and job insecurity (probability).

Antecedents of Job Insecurity across Change Stages and Employment Contracts

Downsizing experiences have created a psychosocial phenomenon coined the “survivor syndrome” (Appelbaum, Delage, Labib, & Gault, 1997) specific to the group of remaining employees in an organisation that has undergone a downsizing process (Baruch & Hind, 1999). Those who remain within an organisation after significant downsizing or delayering often experience the adverse affects of change as profoundly as those who have left (Baruch & Hind, 1999).

Organisations have underestimated the negative effects of downsizing and do not take into account the difficulties of motivating a surviving workforce emotionally distraught by watching others lose their jobs (Appelbaum et al., 1997).

The extant research has acknowledged the value of a longitudinal approach to the investigation of organisational change, in view of the shifting employee attitudes and behaviours across stages of implementation, particularly for downsizing survivors (Schyns, 2004). For instance, previous empirical findings suggest that support and role-related perceptions (e.g., role ambiguity) tend to increase as the change implementation unfolds, and reach their highest levels at a post-restructuring stage (Emmerik & Euwema, 2008; Swanson & Power, 2001). Conversely, changes to valued features of the workplace, along with increased operational demands placed on surviving employees are expected to decrease perceptions of support from the organisation. Hence, the following is hypothesised:

Hypothesis 4a): Perceived organisational support will be significantly higher in pre-restructuring organisations than in organisations undergoing change and post-restructuring organisations.

Hypothesis 4b): Perceptions of role ambiguity and of role overload will be significantly higher in organisations currently undergoing change and in post-restructuring organisations, than in pre-restructuring organisations.

Employees in permanent job positions may hold stronger perceptions of support from the organisation. The latter assumption receives credence from previous research, wherein the negative relationship between job insecurity and positive workplace attitudes (e.g., commitment and job satisfaction) was stronger among permanent workers (De Cuyper et al., 2009). In an earlier study, De Cuyper and De Witte (2007) advanced that the psychological contract for permanent workers includes more relational entitlements than the psychological contract for temporary workers. In practice, permanent employees are more likely to

perceive that the organisation provides a safe work environment, maintains a positive working atmosphere and is generally invested in the contributions and professional development of its workforce. Thus, the following is hypothesized:

Hypothesis 5a): Perceived organisational support will be significantly higher for employees with permanent contracts than for employees with temporary contracts.

Hypothesis 5b): Perceptions of role overload will be significantly higher for employees with permanent contracts than for employees with temporary contracts.

The final purpose of the current study is to conduct a preliminary investigation of the unique and independent effects of organisational and environmental antecedents (i.e., perceived organisational support, perceived employability, role features, change stages), employment status (i.e., contract types), and an individual difference antecedent (i.e., neuroticism) on the two facets of job insecurity. The latter variable is included to explore the possibility that an individual’s capacity for emotional regulation may be an important predictor of job insecurity, beyond the effect of organisational context and occupational characteristics. Hence, in addition to the relationships previously hypothesized, we propose that:

Hypothesis 6): Perceived organisational support, perceived employability, role ambiguity, role overload, and neuroticism independently and significantly predict dimensions of job insecurity (probability and importance).

Method

Participants and Procedure

Study participants were recruited through a range of organisations via email, and were given the option to either complete an online survey, or to return a hard copy. The purpose of the study and participant rights (e.g., confidentiality, withdrawal) were clearly outlined on the information page of the questionnaire, along with criteria for

participation: a) current job holders, b) employed in an organisation that had recently been through a restructuring process, was currently going through a restructuring process, or was about to undergo a restructuring process in the near future. Information was given ensuring anonymity, and allowing for withdrawal at any point for all volunteering participants.

A total of 100 employed individuals from around New Zealand volunteered to participate in the study and completed the survey. The participants' ages ranged from 18 to 68 years, with a mean age of 35.6 years and a standard deviation of 13.5 years. With regards to gender, 71% participants were female and 29% participants were male. The majority of participants (71%) were employed as full-time employees, and the remaining 29% were part-time employees. In terms of contract type, 77% participants indicated they were on a permanent contract and 23% indicated temporary contract (for example, fixed term, casual, maternity contract). It should be noted that 84.5% of respondents employed full-time were also working on a permanent contract. On the other hand, 74% of those employed part-time held a temporary contract. Participants ranged in tenure from one month to 26.8 years, with a mean tenure of 6.37 years. In terms of educational background, majority of the participants, 73 (73%) obtained a tertiary degree; within this 46% held a postgraduate degree and 27% obtained an undergraduate certificate. The remaining 27% held a high school degree. Finally, 26% of respondents reported their organisation to be at a pre-restructuring stage, 59% were affiliated to organisations undergoing restructuring, and only 15% of the participants indicated that their organisation had just concluded a restructuring process.

Measures

Demographic Information

In addition to age, gender, and tenure, and highest level of education obtained, participants were asked to indicate what type of employment contract they currently held (permanent or temporary) and their employment status (full-time or part-time). Finally,

survey respondents indicated the status of their organisation's change process: recently been through a change process (post-restructuring), currently going through a change process (currently restructuring) or about to go through a change process in the near future (pre-restructuring).

Role Overload

Role overload perceptions were measured by the Job Overload scale developed by Caplan, Cobb, French, Van Harrison, and Pinneau (1980). The scale uses 11 items to describe an employee's perception of role overload. Responses to the four items reflecting work pace were obtained on a 5-point Likert scale with response anchors ranging from 1 (rarely) to 5 (very often). An item example, "How often does your job require you to work very fast?" Responses to the seven items pertaining to workload were anchored on a 5-point Likert-type scale (from 1 = hardly to 5 = a great deal). An item example, "How much slowdown in the workload do you experience?" Coefficient alphas for the overall scale range from .72 to .81, and in the present study a coefficient alpha of .88 was found.

Role Ambiguity

Role ambiguity was measured by the Job Role Ambiguity scale developed by Breugh and Colihan (1994), which uses 9 items to measure role ambiguity in three areas: (1) work methods, defined as employee uncertainty about the methods to use to perform a job; (2) work scheduling, defined as uncertainty about the sequence in which tasks should be performed, the allocation of their time, and the sequence for performing certain tasks; and (3) performance evaluation, defined as employee uncertainty concerning the standards that are used for measuring and assessing whether job performance is satisfactory. Responses were obtained along a 7-point Likert scale from 1 (strongly disagree) to 7 (strongly agree). The coefficient alpha of the combined scale had previously been established as .89, and in the present study a coefficient alpha of .83 was found.

Perceived Organisational Support (POS)

Perceived Organizational Support (POS) was measured by a nine-item short version of the scale originally developed by Eisenberger et al. (1986). Items were assessed on a 7-point Likert scale from 1 (strongly disagree) to 7 (strongly agree). A sample item is "The organization values my contribution to its well-being." Previous research (e.g. Eigenberger et al., 1986) has found a coefficient alpha of .97, similar to the .96 obtained in the present study.

Perceived Employability

The employability scale, developed by Janssens, Sels & Van den Brande (2003) measured the perceived ease of movement in the labour market. Perceived employability was measured by three items: "It will be difficult to find new employment if I leave this organisation", "In case I'm dismissed, I'll immediately find another job of equal value", and "I'm confident that I would find another job if I started searching". Participants were asked to indicate the degree of their agreement with each statement using a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree). Coefficient alpha of the employability scale is reported at .80 (Janssens et al, 2003); in the present study, a coefficient alpha of .72 was found.

Job Insecurity – Importance and Probability

The Job Insecurity measure used was an 18-item short version of the original 57-item JIS developed by Ashford et al. (1989), corresponding to two subscales: "importance", referring to the importance of valued job features (9 items), and "probability" referring to the likelihood of negative changes to job features, including job loss (9 items). Responses were provided along 5-point Likert scales, from 1 = very unimportant to 5 = very important for the "importance" subscale, and from 1 = very unlikely to 5 = very likely measuring the "probability" of change to job features. Coefficient alphas of the two subscales were found at .74 for "importance" and .75 for "probability" (Ashford et al. 1989). In the present study, a coefficient alpha of .83 was found for "importance", and

a coefficient of .81 was obtained for “probability”. Note that the latter value was obtained upon removal of items 4 and 5. These items substantially reduced the subscale’s coefficient alpha and loaded on a separate factor, representing likelihood of obtaining a higher job position elsewhere.

Neuroticism

A measure of neuroticism was also included in the questionnaire. Neuroticism is a relatively stable underlying personality trait that may mark a negative reporting style (Burgard, Brand, & House, 2009). The neuroticism index used was based on the four items from the Eysenck Personality Inventory (Eysenck & Eysenck, 1975). Participants were asked to indicate how well the statements provided described them, from 1 (not at all) to 4 (a lot). Items included in the index were: moody, worrying, nervous, and calm. Coefficient alphas of the Neuroticism Index have ranged from .78 to .80. In the present study, a coefficient alpha of .75 was obtained.

Results

Descriptive Statistics

Table 1 depicts the means, standard deviations, coefficient alphas, and intercorrelations among the variables of interest. In general, participants reported that they somewhat agreed that their organisation was supportive ($M=4.59, SD=1.41$), perceived moderately high levels of role overload ($M=3.77, SD=.58$) and of employability ($M=3.41, SD=.96$), and generally deemed changes to current job features to be personally important

($M=4.22, SD=.63$). On the other hand, participants perceived low probability that valued job features would change or be lost ($M=2.18, SD=.60$).

Attitudinal Antecedents of Job Insecurity

The correlation results shown in Table 1 provide evidence in support of several hypotheses advanced in the previous sections. Hypotheses 1, 2, 3a) and 3b) suggested significant relationships between POS, perceived employability, role features, and the two dimensions of job insecurity examined. With the exception of hypothesis 3a), proposing a positive and significant relationship between role ambiguity and job insecurity (probability), all other hypotheses were at least partially confirmed. Specifically, POS, perceived employability, and role overload were negatively and significantly related to job insecurity (probability) ($r = -.22, p < .05$; $r = -.26, p < .01$; and $r = -.27, p < .01$, respectively). Respondents who reported higher perceptions of organisational support, employability, and role overload were less likely to believe that valued features of their jobs would be lost as a result of organisational change, or that negative changes to the current job would be introduced. On the other hand, perceived employability was not significantly related to job insecurity (importance), but POS was positively and significantly related to this job insecurity dimension ($r = .30, p < .01$). The latter finding highlights important conceptual differences between job insecurity dimensions, indicating that workers who perceive greater support from their organisations also considered

changes to the current job and job status to be personally important, even if they considered the likelihood of these events to be low. In summary, hypotheses 1 and 3b) were confirmed, hypothesis 2 was partially confirmed, and hypothesis 3a) was rejected on the basis of non-significant findings between role ambiguity and job insecurity (probability).

Antecedents of Job Insecurity across Change Stages and Contract Types

Organisational Support, Role Overload and Change Stage

A one-way ANOVA was conducted to test hypotheses 4a) and 4b), investigating whether POS was greater in pre-restructuring employee groups, and whether perceptions of role ambiguity and role overload were greater during and after restructuring. Whilst no significant group differences were found with respect to POS and role ambiguity, findings for role overload ($F=5.07, p<.01$) were consistent with the hypothesized claim. Post-hoc Tukey tests revealed that respondents who indicated they were currently going through a change process perceived significantly greater role overload ($M=3.92$) than respondents in the pre-restructuring group ($M=3.47$).

Organisational Support, Role Overload and Contract Type

Hypotheses 5a) and 5b) addressed the relationship between contract type (permanent vs. temporary) and POS and role overload, respectively. Independent *t*-tests were conducted to

Table 1. Means, standard deviations, coefficient alphas, and correlations among variables

Variable	Mean	SD	1	2	3	4	5	6	7
1.POS	4.59	1.41	(.96)						
2.Employ	3.41	.96	.21*	(.72)					
3.ROverl	3.77	.58	-.05	.11	(.88)				
4.RAmbig	5.75	.70	.34**	.01	.00	(.83)			
5.JI_Import	4.22	.63	.30**	.14	.11	.15	(.83)		
6.JI_Prob	2.18	.60	-.22*	-.26**	-.27**	-.13	-.11	(.81)	
7.Neurot	2.08	.66	.03	.01	.16	-.11	.11	.22*	(.75)
8.Tenure	6.37	6.07	-.01	-.24*	.08	.21*	-.15	.04	-.14

Note: $N=100$; POS=Perceived Organisational Support; Employ=Perceived Employability; ROverl=Role Overload; RAmbig=Role Ambiguity; JI_Import=Job Insecurity Importance; JI_Prob=Job Insecurity Probability; Neurot=Neuroticism; * $p<.05$, ** $p<.01$.

test the assumption that perceptions of organisational support and role overload would be greater among respondents holding permanent positions. The findings obtained indicate that perceptions of organisational support ($t=2.87, p<.01$) and role overload ($t=2.65, p<.01$) were significantly higher for employees with permanent contracts. Hence, the hypotheses advanced were confirmed. Although not hypothesized, it is noteworthy that permanent employees ascribed significantly higher importance to job features than temporary employees ($t=2.75, p<.01$). Conversely, temporary employees reported significantly higher perceptions of probability that valued features of the job would be lost in the course of organisational changes ($t=-5.15, p<.01$). These results will be further discussed in the next section.

Given the overlap among proportions of respondents in permanent contracts and full-time employment (nearly 85%), it was not surprising to find that full-time employees exhibited the same perception patterns as permanent employees with respect to perceptions of organisational support ($t=2.50, p<.05$), role overload ($t=2.75, p<.01$), job insecurity-importance ($t=3.37, p<.01$), and job insecurity-probability ($t=-3.57, p<.01$).

Overall Assessment of Job Insecurity Antecedents

Hierarchical multiple regressions were conducted to test the final hypothesis. In particular, we proposed that the selected antecedents would independently add to the prediction of the two dimensions of job insecurity investigated. Given that only perceived organisational support correlated significantly with job insecurity-importance, the other variables (e.g., employability) were excluded from the regression analyses (Tabachnick & Fidell, 2007). A similar principle applied to the prediction of job insecurity-probability, though only role ambiguity was excluded from this second set of analyses.

Tables 2 and 3 illustrate the findings obtained for the multiple regression analyses conducted for job insecurity-importance and job insecurity-probability, respectively. With regards to job insecurity-importance, contract type (permanent vs. temporary) and perceived

Table 2: Hierarchical Multiple Regression for Job Insecurity-Importance

Model	Variables	b	SEb	β	ΔF	ΔR ²
1					4.658*	.088
2					4.947*	.045
	Chg Stt	.114	.095	.116		
	Contract	-.301	.151	-.204*		
	POS	.101	.046	.226*		

Note: N=100; Chg Stt.=Change Status; Contract=Contract Type; POS=Perceived Organisational Support; * $p<.05$, ** $p<.01$.

support from the organisation emerged as the only significant predictors. Contract type explained 8.8% of the variance in job insecurity-importance ($\Delta F= 4.658, p<.05$). As suggested by previous evidence, respondents holding permanent positions were more likely to ascribe higher importance to the loss of valued job features than temporary employees ($\beta= -.204, p<.05$). While change status did not significantly add to the prediction of job insecurity-importance, The inclusion of POS in the model accounted for an additional 4.5% of the variance ($\Delta F= 4.947, p<.05$), indicating that respondents perceiving greater support from the organisation also perceived the loss of valued job features to hold greater importance ($\beta= .226, p<.05$).

With respect to the unique contributions of antecedent variables to the prediction of job insecurity-probability, findings depicted on Table 3 show that contract type also emerged as the main contributor to this prediction,

accounting for 22.4% of the variance ($\Delta F= 13.882, p<.01$). In practice, temporary employees exhibited greater concern regarding the probability of losing valued features of their current job ($\beta= .354, p<.01$). Furthermore, the inclusion of perceived employability added significantly to the prediction of job insecurity-probability, explaining 4.6% of the variance ($\Delta F= 5.941, p<.05$). Lower perceptions of employability are associated with increased perceptions regarding the probability of losing valued job features ($\beta= -.195, p<.05$). Finally, neuroticism also appears to be a significant predictor of job insecurity-probability, adding another 4% to the variance explained ($\Delta F= 5.566, p<.05$). As expected, higher neuroticism is associated with greater likelihood of perceiving probability of losing valued job features ($\beta= .208, p<.05$). It should be noted that the addition of role overload to the model containing other predictors did not significantly add to the variance explained in job insecurity-probability, until neuroticism was also included in

Table 3: Hierarchical Multiple Regression for Job Insecurity-Probability

Model	Variables	b	SEb	β	ΔF	ΔR ²
1					13.882**	.224
3					5.941*	.046
5					5.566*	.040
	Chg Stt	-.079	.104	-.066		
	Contract	.639	.175	.354**		
	POS	-.045	.050	-.084		
	Employ	-.158	.072	-.195*		
	ROverl	-.248	.121	-.189*		
	Neurot	.243	.103	.208*		

Note: N=100; Chg Stt.=Change Status; Contr=Contract Type; POS=Perceived Organisational Support; Employ=Perceived Employability; ROverl=Role Overload; Neurot=Neuroticism; * $p<.05$, ** $p<.01$.

the prediction model. With the inclusion of neuroticism, role overload also emerged as a significant predictor of this job insecurity dimension, in that respondents experiencing greater role overload are less likely to perceive the imminent loss of valued features of their job ($\beta = -.189, p < .05$).

Taken together, this results offer some preliminary evidence of potential predictors of the two job insecurity dimensions examined. In particular, the importance ascribed to the loss of valued job features seems to be the upshot of positional characteristics (i.e., contract type) and organisational environment (i.e., POS). Perceptions regarding the likelihood of losing valued features of the job – more akin to traditional definitions of job insecurity – appear to be influenced not only by positional characteristics (i.e., contract type), but also by personal characteristics (i.e., neuroticism), and characteristics of the organisational and business environments (i.e., role overload and perceived employability).

Discussion

The present research aimed to explore a set of environmental, organisational, positional, and individual-level antecedents of job insecurity dimensions, using a small sample of New Zealand workers employed in restructuring organisations. The main objective of the study was to expand upon the literature advocating a multidimensional approach to job insecurity research (Ashford et al., 1989; Lee, Bobko, & Chen, 2006; Mauno & Kinnunen, 1999; Mauno et al., 2001) and investigate a) potential antecedents of job insecurity, beyond demographic characteristics (Kinnunen et al., 2000), b) whether two job insecurity dimensions – importance and probability – were uniquely related to different sets of predictors, and c) whether workers under different employment conditions (i.e., permanent vs. temporary employment), and experiencing different restructuring stages (pre-restructuring, currently restructuring, and post-restructuring) held dissimilar perceptions of organisational support, employability, and role features. Our findings indicate that the proposed predictors exhibit unique relationships with job insecurity

dimensions, and that a number of these predictors independently account for variance in job insecurity (importance and probability). With regards to the varying relationship patterns across job insecurity dimensions, perceived organisational support was positively related to job insecurity-importance, and negatively related to job insecurity-probability. A spill-over effect may partly account for these findings. In essence, individuals who perceive greater support from the organisation may also harbour positive feelings toward current features of their jobs and organisational life, and to express greater desire to maintain (or fear to lose) these valued features in the course of restructuring processes. Conversely, individuals who experience less support from their organisation will perceive greater probability that restructuring will bring about negative repercussions to their job status and general working conditions, whereas individuals experiencing greater organisational support may underestimate the practical consequences of restructuring and feel more secure of their status with the organisation. In view of the well-established negative consequences of job insecurity, including turnover, absenteeism, and counterproductive work behaviours (Probst et al., 2007; Reisel et al., 2007; Staufienbiel & König, 2010), it is critical for organisations to clearly convey, and take action to substantiate their support for the workforce, particularly at times of change. Though the impact of job insecurity on change resistance remains largely unexplored, preliminary evidence suggests that resistance to change, and related counterproductive behaviours, represents another major adverse outcome of a job insecure workforce (Rosenblatt, Talmud, & Ruvio, 1999)

Perceived employability has been previously identified as an antecedent of job insecurity (De Cuyper, De Witte, Van der Elst, & Handaja, 2010; Sverke et al., 2002). While it has been suggested that perceptions of reduced job insecurity in high-employable workers might result from employment in objectively secure jobs (Sverke et al., 2002), the current study was conducted in objectively *insecure* conditions (i.e. restructuring organisations). This would plausibly

make perceptions of employability contingent not only on occupational characteristics, but also on organisational and job market features (De Cuyper et al., 2010). Our findings show that, as predicted, perceived employability was significantly associated with lower perceptions of job insecurity-probability, and that it independently added to the variance explained in this dimension. In practice, respondents who considered themselves more employable were less likely to believe that restructuring would introduce negative consequences at the job level (e.g., pay cuts, redundancy, unwanted changes to valued job features). Employees who consider themselves in high demand in the labour market may perceive that they are valued by the organisation, and that their interests are therefore safeguarded. The positive and significant correlation obtained between perceived organisational support and employability ($r = .21, p < .05$) corroborates this assumption. Moreover, it should be noted that perceived employability and tenure were negatively related in this study ($r = -.24, p < .05$). In association with the magnitude obtained of the relationship between age and tenure ($r = .68, p < .01$), the findings also indicate that younger workers perceive themselves as more employable. Taken together, the results highlight the value of clear communication throughout restructuring processes, including post-restructuring adjustment, in the sense of clarifying expectations with respect to downsizing and other changes to work conditions. While this is particularly relevant to objectively low-employable workers, who may otherwise prematurely consider turnover, it also suggests that involving high-employable workers in the change process, and reiterating that the organisation values and supports these workers, is vital to ensuring retention of a workforce group in high demand and with greater career mobility.

Contrary to our initial hypotheses, the experience of role ambiguity was not related to perceptions of job insecurity. It was expected that role ambiguity, a work-related stressor, would have a detrimental impact on perceptions of job insecurity (Gilboa et al., 2008). A possible explanation for these non-

significant results may be that perceptions of role ambiguity, while susceptible to variation as a result of restructuring processes, may be associated with other job stressors and performance outcomes, but not elicit experience of job insecurity. Despite failure to identify a significant relationship with job insecurity dimensions, the study suggests other noteworthy associations. Role ambiguity exhibited positive and significant relationships with POS ($r = .34, p < .01$) and tenure ($r = .21, p < .05$). Social exchange theory may elucidate the association between role ambiguity and perceived organisational support. The reciprocation norm underlying social exchange theory proposes that employees who perceive the organisation to be supportive and concerned for their wellbeing are more likely to be personally invested in the organisation, highly involved with extra-work activities, and take on additional work responsibilities. The upshot of higher involvement with the organisation may be the experience of unclear boundaries with respect to scope of responsibility and direct reports.

In line with the hypothesised relationships and previous research (Gilboa et al., 2008), role overload emerged as a significant predictor of job insecurity-probability. In the present study, respondents who reported greater role overload also experienced less job insecurity. The extant research suggests that taking on more tasks and responsibilities can be perceived as a positive challenge (LePine et al., 2005). As individuals with greater and more complex job demands are often the most valued workers, the relationship between role overload and perceptions of job insecurity is not surprising. While the results suggest the positive impact of role overload on job insecurity, its negative impact on other attitudes and outcomes, namely stress and burn-out, should not be overlooked (Elkin & Inkson, 2000). The relationships between role overload, stress, perceptions of job insecurity and resistance to change represent an area of interest for future research.

In addition to the organisational, environmental, and role features examined, our findings also indicate that dispositional variables may account for

differences in job insecurity perceptions. Beyond the impact of employment contract (permanent vs. temporary), perceived employability, and role overload, neuroticism emerged as a predictor of job insecurity-probability. In practice, respondents with higher scores in the neuroticism measure also perceived greater likelihood that restructuring would bring about negative changes to currently valued job features.

The current research sought to investigate whether specific restructuring stages and employment contract types would elicit differences in the variables of interest across participants. With regards to restructuring stages (pre-restructuring, during restructuring, and post-restructuring), participants did not exhibit varying perceptions of job insecurity across these stages. The only significant finding obtained pertained to role overload. Employees currently going through a change process perceived significantly greater role overload than respondents in the pre-restructuring group. One explanation for this finding could be the increase in workload that often accompanies a restructuring process, including new task demands, job enrichment, and coverage for colleagues who left the organisation or have been downsized.

Unlike change stages, contract type emerged as the main predictor for both job insecurity dimensions, and also accounted for variation in the predictors. Overall, results indicate that employees holding a permanent contract perceived greater organisational support, role overload and job insecurity than employees holding a temporary contract. To the extent that organisations meet employee needs, employees will reciprocate this support (Emmerik & Euwema, 2008). This bond is more likely to be created and maintained with permanent employees. With respect to role overload, the findings are consistent with permanent workers being assigned more duties and responsibilities than temporary workers. Finally, permanent workers are more likely to place greater importance on possible changes made to job features, and experience greater fear of the negative job-related consequences that typically accompany restructuring processes.

Limitations

Whilst the current research has uncovered important relationships between environmental, organisational, positional, and individual-level variables and perceptions of job insecurity dimensions, we acknowledge several limitations to this study. A key limitation of this study is the use of a cross-sectional design and a self-report survey. The use of a cross-sectional design limits the robustness of the conclusions drawn from our findings, particularly those implying causality among the variables of interest. In addition, though the job insecurity dimensions were purposefully selected to address the empirical questions posed, the inclusion of additional dimensions (e.g., powerlessness) might have offered further insight into the multidimensional nature of the construct and its dynamics. Additional empirical inquiry is needed to tease out the relationship between job insecurity dimensions, its antecedents, and other predictors of interest not presently examined.

Participants were recruited through a number of different organisations and occupational areas. Therefore, another limitation is the inability to make climate-based or contextual inferences beyond the ones possible at the individual level. Moreover, two thirds of the respondents were women. This is particularly important in the light of evidence from previous research suggesting significant differences in job insecurity by gender, especially the greater job insecurity perceptions reported by female workers (Kinnunen et al., 2000; Kivimäki et al., 2001). Lastly, it is plausible that the sample utilised in this study, comprised mainly of participants with high-school and advanced degrees in services sectors, may offer insights regarding the relationship between job insecurity, stressors, and contract types that are unique to this segment of the working population. Further research, involving a broader representation of occupations and educational backgrounds, is needed to substantiate the present findings.

A final limitation of this study is the sample size. The relatively small sample size may have masked significant effects, particularly differences across the three restructuring stages. Further generalisations regarding the

relationships obtained will require additional studies utilising larger samples.

Contributions to Research and Practice

Despite its limitations, this study offers a number of contributions to researchers and practitioners. First, it investigated the job insecurity construct from a multidimensional perspective, offering insight into the unique meanings and implications of its dimensions. While the need to take on a multidimensional approach to the study of job insecurity has been widely encouraged and even empirically substantiated (Kinnunen et al., 2000; Lee et al., 2006), studies utilising unidimensional, abridged versions of job insecurity measures still pervade the extant literature (De Cuyper et al., 2009; De Cuyper et al., 2008; Kivimäki et al., 2001). This is particularly worrisome considering the evidence in support of unique relationships between dimensions of job insecurity, antecedents, and outcome variables. The body of research would greatly benefit from future efforts to refine existing multidimensional measures of job insecurity, and further establish its relationships with predictors and outcomes.

Second, the present research sought to explore and clarify the relationships between specific job insecurity dimensions and largely under-examined predictors, namely perceived support from the organisation, employability, contract type, role ambiguity and overload, and neuroticism. Despite the cross-sectional nature of the study and modest sample size, our findings afford empirical credence to previous research advocating a multi-level approach to job insecurity research (Greenlagh & Rosenblatt, 1984; Kinnunen et al. 1999). In addition to adopting a multidimensional approach to job insecurity research, further studies are needed to verify the unique relationships between these antecedents and job insecurity dimensions. These research efforts should result in prescriptive guidelines for practitioners, which can be used to prevent or adequately address negative attitudinal and behavioural outcomes of different job insecurity facets.

Third, the influence of different contract agreements and change stages on different dimensions of job insecurity and their predictors was also explored. The significant findings indicating that temporary workers are more likely to hold negative perceptions, namely regarding support from the organisation and job insecurity, have considerable implications for organisations that rely heavily on temporary workers. In this sense, practitioners are urged to increase the involvement of temporary workers in organisational life, when appropriate, and to offer similar quality of communication and resources granted to permanent staff. Although most of the variables of interest exhibited analogous patterns across stages of change, future research utilising larger samples and longitudinal designs is needed to explore variation in the magnitude of relationships between job insecurity dimensions and their antecedents across change stages. This represents a valuable source of information for practitioners, allowing them to identify areas of intervention at different stages. For example, managing role overload to maintain its positive motivating value may be more important during and post-restructuring, whereas managing perceptions of support from the organisation may be critical in pre- and ongoing restructuring stages.

A final contribution of this research pertains to the population from which the working sample was drawn. To date, the vast majority of job insecurity research has been conducted using Northern European samples, with few exceptions found outside this geographic area (for exceptions in Australasian contexts, see work by Dekker & Schaufeli, 1995; Feather & Rauter, 2004; Mak & Mueller, 2000). While much research is needed to build a robust body of knowledge on job insecurity in New Zealand, including measurement equivalence studies and further exploration of antecedents and outcomes, this study represents a worthy first step in that direction.

References

Appelbaum, S. H., Delage, C., Labib, N., & Gault, G. (1997). The survivor syndrome: Aftermath of downsizing. *The Career Development International*, 2(6), 278-286.

Armstrong-Stassen, M. (2004). The influence

of prior commitment on the reactions of layoff survivors to organizational downsizing. *Journal of Occupational Health Psychology*, 9(1) 46-60.

Ashford, S. J., Lee, C., & Bobko, P. (1989). Content, causes, and consequences of job insecurity: A theory-based measure and substantive test. *Academy of Management Journal*, 32(4), 803-829.

Berntson, E., & Marklund, S. (2007). The relationship between perceived employability and subsequent health. *Work & Stress*, 21(3), 279-292.

Baruch, Y., & Hind, P. (1999). Perceptual motion in organizations: Effective management and the impact of the new psychological contracts on 'Survivor Syndrome'. *European Journal of Work and Organizational Psychology*, 8(2), 295-306.

Breaugh, J. A., & Colihan, J. P. (1994). Measuring facets of job ambiguity: Construct validity evidence. *Journal of Applied Psychology*, 79(2), 191-202.

Burgard, S. A., Brand, J. E., & House, J. S. (2009). Perceived job insecurity and worker health in the United States. *Social Science & Medicine*, 69(5), 777-785.

Burke, R.J. & Greenglass, E.R. (1999). Work-family conflict, spouse support and nursing staff wellbeing during organizational restructuring. *Journal of Occupational Health Psychology*, 4, 327-336.

Caplan, R. D., Cobb, S., French, J. R. P., van Harrison, R., & Pinneau, S. R. (1980). *Job demands and worker health*. Ann Arbor: University of Michigan, Institute for Social Research.

Cheng, G. & Chan, D. (2008). Who Suffers More from Job Insecurity? A Meta-Analytic Review. *Applied Psychology: An International Review*, 57 (2), 272-303.

Davy, J. A., Kinicki, A. J., & Scheck, C. L. (1997). A test of job security's direct and mediated effects on withdrawal cognitions. *Journal of Organizational Behavior*, 18(4), 323-349

De Cuyper, N., Bernhard-Oettel, C., Berntson, E., De Witte, H., & Alarco, B. (2008). Employability and employees' well-being: Mediation by job insecurity. *Applied Psychology: An International Review*, 57(3), 488-509

De Cuyper, N. and De Witte, H. (2007). Job insecurity in temporary versus temporary workers: Associations with attitudes, wellbeing, and behaviour. *Work & Stress*, 21(1), 65-84.

De Cuyper, N., De Witte, H., Van der Elst, T., & Handaja, Y. (2010). Objective threat of unemployment and situational uncertainty during a restructuring: Associations with

- perceived job insecurity and strain. *Journal of Business and Psychology*, 25(1), 75-85.
- De Cuyper, N., Notelaers, G., & De Witte, H. (2009). Job insecurity and employability in fixed-term contractors, agency workers, and permanent workers: Associations with job satisfaction and affective organizational commitment. *Journal of Occupational Health Psychology*, 14(2), 193-205.
- Dekker, S. W. A., & Schaufeli, W. B. (1995). The effects of job insecurity on psychological health and withdrawal: A longitudinal study. *Australian Psychologist*, 30(1), 57-63.
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71(3), 500-507.
- Eysenck, H. J., & Eysenck, S. B. G. (1975). *Manual of the Eysenck Personality Questionnaire*. London: Hodder & Stoughton.
- Feather, N. T., & Rauter, K. A. (2004). Organizational citizenship behaviours in relation to job status, job insecurity, organizational commitment and identification, job satisfaction and work values. *Journal of Occupational and Organizational Psychology*, 77(1), 81-94.
- Fugate, M., & Kinicki, A. J. (2008). A dispositional approach to employability: Development of a measure and test of implications for employee reactions to organizational change. *Journal of Occupational and Organizational Psychology*, 81(3), 503-527.
- Gilboa, S., Shirom, A., Fried, Y., & Cooper, C. (2008). A meta-analysis of work demand stressors and job performance: Examining main and moderating effects. *Personnel Psychology*, 61(2), 227-271.
- Greenhalgh, L., & Rosenblatt, Z. (1984). Job insecurity: Toward conceptual clarity. *Academy of Management Review*, 9(3), 438-448.
- Heaney, C. A., Israel, B. A., & House, J. S. (1994). Chronic job insecurity among automobile workers: Effects on job satisfaction and health. *Social Science & Medicine*, 38(10), 1431-1437.
- Janssens, M., Sels, L., & Van den Brande, I. (2003). Multiple types of psychological contracts: A six-cluster solution. *Human Relations*, 56(11), 1349-1378.
- Kahn, R. L., Wolfe, D. M., Quinn, R. P., Snoek, J. D., & Rosenthal, R. A. (1964). *Organizational stress: Studies in role conflict and ambiguity*. Oxford, England: John Wiley.
- Kets, de Vries, M. F. R., & Balazs, K. (1997). The downside of downsizing. *Human Relations*, 50(1), 11-50.
- Kinnunen, U., Mauno, S., Nätti, J., & Happonen, M. (2000). Organizational antecedents and outcomes of job insecurity: A longitudinal study in three organizations in Finland. *Journal of Organizational Behavior*, 21, 443-459.
- Kivimäki, M., Vahtera, J., Pentti, J., Thomson, L., Griffiths, A., & Cox, T. (2001). Downsizing, changes in work, and self-rated health of employees: A 7-year 3-wave panel study. *Anxiety, Stress, and Coping*, 14, 59-73.
- Kluytmans, F., & Ott, M. (1999). Management of employability in the Netherlands. *European Journal of Work and Organizational Psychology*, 8(2), 261-272.
- Lee, C., Bobko, P., & Chen, Z. X. (2006). Investigation of the multidimensional model of job insecurity in China and the USA. *Applied Psychology: An International Review*, 55(4), 512-540.
- Lepine, J. A., Podsakoff, N. P., & Lepine, M. A. (2005). A meta-analytic test of the challenge stressor-hindrance stressor framework: An explanation for inconsistent relationships among stressors and performance. *Academy of Management Journal*, 48(5), 764-775.
- LePine, J. A., LePine, M. A., & Jackson, C. L. (2004). Challenge and hindrance stress: Relationships with exhaustion, motivation to learn, and learning performance. *Journal of Applied Psychology*, 89(5), 883-891.
- Luthans, B. C., & Sommer, S. M. (1999). The impact of downsizing on workplace attitudes: Differing reactions of managers and staff in a health care organization. *Group & Organization Management*, 24(1), 46-70.
- Mak, A. S., & Mueller, J. (2000). Job insecurity, coping resources and personality dispositions in occupational strain. *Work & Stress*, 14(4), 312-328.
- Mauno, S., Leskinen, E., & Kinnunen, U. (2001). Multi-wave, multi-variable models of job insecurity: Applying different scales in studying the stability of job security. *Journal of Organizational Behavior*, 22, 919-937.
- Patterson, M. G., West, M. A., Shackleton, V. J., Dawson, J. F., Lawthom, R., Maitlis, S., et al. (2005). Validating the organizational climate measure: Links to managerial practices, productivity and innovation. *Journal of Organizational Behavior*, 26(4), 379-408.
- Probst, T.M. (2003). Exploring employee outcomes of organizational restructuring: A Solomon four-group study. *Group & Organization Management*, 28(3), 416-439.
- Probst, T. M., Stewart, S. M., Gruys, M. L., & Tierney, B. W. (2007). Productivity, counterproductivity and creativity: The ups and downs of job insecurity. *Journal of Occupational and Organizational Psychology*, 80(3), 479-497.
- Reisel, W. D., Chia, S., Maloles, C. M., & Slocum, J. W. (2007). The effects of job insecurity on satisfaction and perceived organizational performance. *Journal of Leadership & Organizational Studies*, 14(2), 106-116.
- Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology*, 87(4), 698-714.
- Rosenblatt, Z., & Ruvio, A. (1996). A test of a multidimensional model of job insecurity: The case of Israeli teachers. *Journal of Organizational Behavior*, 17, 587-605.
- Rosenblatt, Z., Talmud, I., & Ruvio, A. (1999). A gender-based framework of the experience of job insecurity and its effects on work attitudes. *European Journal of Work and Organizational Psychology*, 8(2), 197-217.
- Rothwell, A., & Arnold, J. (2007). Self-perceived employability: Development and validation of a scale. *Personnel Review*, 36(1), 23-41.
- Schyns, B. (2004). The influence of occupational self-efficacy on the relationship of leadership behaviour and preparedness for occupational change. *Journal of Career Development*, 30(4), 247-261.
- Silla, I., De Cuyper, N., Gracia, F. J., Peiró, J. M., & De Witte, H. (2009). Job insecurity and well-being: Moderation by employability. *Journal of Happiness Studies*, 10(6), 739-751.
- Sora, B., Caballer, A., Peiró, J. M., & de Witte, H. (2009). Job insecurity climate's influence on employees' job attitudes: Evidence from two European countries. *European Journal of Work and Organizational Psychology*, 18(2), 125-147.
- Spector, P. E., & Jex, S. M. (1998). Development of four self-report measures of job stressors and strain: Interpersonal conflict at work scale, organizational constraints scale, quantitative workload inventory, and physical symptoms inventory. *Journal of Occupational Health Psychology*, 3(4), 356-367.
- Staufenbiel, T., & König, C. J. (2010). A model for the effects of job insecurity on performance, turnover intention, and absenteeism. *Journal of Occupational*

- and *Organizational Psychology*, 83(1), 101-117.
- Sverke, M., & Hellgren, J. (2002). The nature of job insecurity: Understanding employment uncertainty on the brink of a new millennium. *Applied Psychology: An International Review*, 51(1), 23-42.
- Sverke, M., Hellgren, J., & Näswall, K. (2002). No security: A meta-analysis and review of job insecurity and its consequences. *Journal of Occupational Health Psychology*, 7(3), 242-264.
- Swanson, V. and Power, K. (2001). Employees' perceptions of organizational restructuring: The role of social support. *Work & Stress*, 15(2), 161-178.
- Tabachnick, B. G., & Fidell, L. S. (2007). *Using multivariate statistics* (5th ed.). Boston, MA: Allyn & Bacon/Pearson Education.
- van Dam, K. (2004). Antecedents and consequences of employability orientation. *European Journal of Work and Organizational Psychology*, 13(1), 29-51.
- Van Der Heijde, C. M., & Van Der Heijden, B. I. J. M. (2006). A Competence-Based and Multidimensional Operationalization and Measurement of Employability. *Human Resource Management*, 45(3), 449-476.
- Van Emmerik, I. J. H., & Euwema, M. C. (2008). The aftermath of organizational restructuring: Destruction of old and development of new social capital. *Journal of Managerial Psychology*, 23(7), 833-849.
- van Vuuren, C. V., & Klandermans, P. G. (1990). Individual reactions to job insecurity: An integrated model. In P. J. D. Drenth, J. A. Sergeant, & R. J. Takens (Eds.), *European perspectives in psychology: Work and organizational, social and economic, cross-cultural* (Vol. 3, pp. 133-146). Oxford, England: John Wiley & Sons.

Corresponding Author:

J.R.C Kuntz
Lecturer
Department of Psychology,
University of Canterbury
Private Bag 4800
Christchurch 8140
joana.pimental@canterbury.ac.nz