

QATAR UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

JOB INSECURITY CLIMATE AS A MEDIATOR OF THE RELATIONSHIP

BETWEEN JOB INSECURITY AND EACH OF AFFECTIVE COMMITMENT, JOB

SATISFACTION AND TURNOVER INTENTION

BY

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A Project Submitted to  
Faculty of the College of Business and  
Economics  
in Partial Fulfillment  
of the Requirements  
for the Degree of  
Master of Business Administration

June 2018

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## ABSTRACT

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June : [2018], Master of Business Administration

Title: Job Insecurity Climate as a Mediator of the Relationship between Job insecurity and Each of Affective Commitment, Job Satisfaction, and Turnover Intention

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The matter of job insecurity has been increasingly attracting many researchers in light of the evolvement of the work environment, economic crises, and raised competition among organizations. Numerous studies have explored its undesirable impacts on work outcomes. Job insecurity climate has been recently recognized as an important factor to be considered in assessing perceived job insecurity. It represents how an employee senses the job insecurity climate at his/her organization.

The objective of this research is to investigate the position of job insecurity climate as a mediator on the relation between individual job insecurity from one side and each of employees' affective commitment, job satisfaction, and the intent to quit from the other side. Additionally, this study tries to validate the findings of previous research on the impact of job insecurity on job insecurity climate and on related job outcomes. The research targeted permanent contract employees from the construction industry of Qatar, where a link to an online survey was sent to 350 coopted professionals through a private message on their LinkedIn accounts or to their WhatsApp numbers. The total number of respondents was 120 employees with a response rate of 34%, the completeness rate was 86.7%. In total, seven hypotheses were generated and tested via SPSS/PASW software

using reliability analysis, correlation and regression tests.

The empirical study revealed that job insecurity has a significant impact on job insecurity climate. Moreover job insecurity climate mediates the impact of job insecurity on affective commitment, while no significance was found on the contribution of job insecurity climate as a mediator on the impact of job insecurity on intentions to quit. The study also reported that the effect of job insecurity on job satisfaction was not significant.

The implications of the findings are also discussed in the report along with a set of recommendations for both researchers and practitioners.

**Keywords:** *Organizational commitment (OC), Affective Commitment (AC), individual job insecurity (JIS), Job Insecurity Climate (JISC), Qatar, Job satisfaction (JS), turnover intention (TOI).*

## DEDICATION

*This research is granted to my husband, my son, and my daughter. Words can't express my thankfulness for your endless support. Thank you for your patience.*

## ACKNOWLEDGMENTS

I want to express my gratitude to my mentor Professor Abubakr Suliman for his assistance and direction throughout this project. Besides, I want to extend my appreciation to the family of Qatar University, from advisors to staff and students, for their encouragement and support during my MBA journey.

## TABLE OF CONTENTS

DEDICATION .....	v
ACKNOWLEDGMENTS.....	vi
LIST OF TABLES .....	ix
LIST OF FIGURES .....	x
CHAPTER 1: INTRODUCTION .....	1
1.1 Background .....	4
1.2 Statement of the Problem.....	5
1.3 Aim and Objectives.....	6
1.4 Research Questions.....	6
1.5 Significance of the Study .....	7
1.6 Research Structure .....	8
CHAPTER 2: LITERATURE REVIEW .....	9
2.1 Job Insecurity .....	9
2.2 Job Insecurity Climate .....	12
2.3 Organizational Commitment .....	14
2.4 Job Satisfaction .....	16
2.5 Turnover Intention .....	17
2.6 Job Insecurity and Outcomes .....	18
2.7 Job Insecurity Climate, Job Insecurity and Outcomes .....	19
2.8 Conceptual Model .....	21
CHAPTER 3: RESEARCH METHODOLOGY.....	24
3.1 Research Design .....	24
3.2 Sampling and Data Collection .....	24
3.2.1 Questionnaire Structure .....	25
3.3 Measures .....	26
CHAPTER 4: DATA ANALYSIS AND DISCUSSION.....	28
4.1 Profile of Respondents .....	28
4.2 Reliability Analysis and Cronbach's Alpha .....	31
4.3 Correlation between Variables .....	32
4.4 Hypotheses Testing .....	33
4.4.1 Mediator Analysis and Testing .....	33
4.4.2 Hypothesis 1 Testing – JISC as a function of JIS .....	34

4.4.3 Hypothesis 2 Testing – AC as a function of JIS .....	37
4.4.4 Hypothesis 3 Testing – Role of JISC as mediator between JIS and AC .....	39
4.4.5 Hypothesis 4 Testing – TOI as a function of JIS .....	40
4.4.6 Hypotheses 5, 6 and & 7 – Insignificant .....	41
4.5 Findings and Discussion .....	41
CHAPTER 5: RECOMMENDATIONS, FUTURE RESEARCH AND LIMATIIONS .....	44
5.1 Recommendations .....	44
5.2 Future Research .....	44
5.3 Limitation of the Study .....	45
REFERENCES .....	46
APPENDICES .....	57
APPENDIX A Research Ethics Approval .....	57
APPENDIX B Regression Output of JIS (IV) and JISC (DV) .....	58
APPENDIX C Regression Output of JIS (IV) and AC (DV) .....	59
APPENDIX D Regression Output of JIS & JISC (IV) and AC (DV) .....	60
APPENDIX E Regression Output of JIS (IV) and TOI (DV) .....	61
APPENDIX F Survey .....	62



## LIST OF TABLES

Table 1 Profile of Respondents .....	29
Table 2 Cronbach's Alpha .....	32
Table 3 Correlations between the Variables .....	33
Table 4 Regression Output of JIS (IV) and JISC (DV) .....	35
Table 5 Regression Output of JIS (IV) and AC (DV).....	38
Table 6 Regression Output of JIS & JISC (IV) and AC (DV).....	40
Table 7 Regression Output of JIS (IV) and TOI (DV).....	40

## LIST OF FIGURES

Figure 1 Perceptions Types at the Individual Level and Group Level .....	13
Figure 2 Hypothesized Model.....	22
Figure 3 Baron and Kenny, (1986) Mediating Model .....	34
Figure 4 Hypothesis H1 .....	35
Figure 5 Graphical Representation of the Regression Line (DV: JISC, IV: JIS) .....	36
Figure 6 Hypothesis H2 .....	37
Figure 7 Regression Table of Coefficients (DV: AC, IV: JIS).....	38
Figure 8 Hypothesis H3 .....	39

## CHAPTER 1: INTRODUCTION

Numerous studies have addressed job insecurity (JIS) in the past years as a key concern at the work place, and have examined its antecedents as well as its consequences. JIS has been evidenced to cause negative impacts on employees and on the organization at the same time (Låstad et al., 2016). Since the relationship between employees and their organizations is both vital and brittle, and can be classified as an exchange relationship (Kim et al., 2017), it is critical to realize the possible causes and effects of JIS, and the elements that intervene in those effects. JIS will possibly remain an essential challenge for employers and for the society. For employers, JIS is positively related to the intent to quit the organization, and for the society, it contributes to higher unemployment rate (Shoss, 2018). JIS is viewed as the perceptions of an individual of his/her inability to maintain their job in a threatened job situation. Furthermore, JIS is a matter that employees discuss at work as a shared fear that forms the perceptions of employees about the climate of the job insecurity at their organization (Låstad et al., 2015).

In today's fast paced-life, economic ambiguity, and technical transformation, organizations are confronting enormous pressure to meet their financial commitments, and the attention has been shifted from long-term to short-term achievements, obliging managements to foster organizational changes when objectives are not met. The changes are mainly focused on minimizing costs and maximizing organizational effectiveness, fundamentally in the form of restructuring such as downsizing, mergers and acquisitions, laying off etc... Termination of employees' contracts has become a common practice among organizations. Although the termination policy may lead organizations to reach high level of efficiencies

and boost cost savings, however, on the other hand it can deteriorate the work environment in which survival employees may suffer from raised feelings of job insecurity. According to Ashford et al, (1989) organizational changes, task uncertainty, and external locus of control induce perceived JIS. JIS is likely to negatively impact key items of job attitudes and threatens individual's identity (Shoss, 2018).

For example, JIS has direct negative impact on employees' OC, and implicit impact on innovative behavior of employees (Marques et al., 2014). Similarly Vujičić et al., (2014) proved the negative effect of JIS on JS and OC.

Reactions of survivors usually depend on several elements, such as their employability, the perceived fairness of the criteria of the layoff, and the extent of their contribution in their family's income, their cultural norms, for instance cultures with high uncertainty avoidance may react differently to job insecurity from populations that have lower uncertainty avoidance (König et al., 2010). They explored in their research that the link between uncertainty avoidance and JIS was stronger in the US than that in Sweden, and justified it that cultures with high uncertainty avoidance as Sweden might migrate the same values to their work environments.

This project will investigate the relationship between JIS and JISC, and the role of job JISC as a mediator on the impacts of JIS on each of AC, TOI, and JS in the construction industry of Qatar. Besides, this study will try to validate the results of previous research on the direct effects of job insecurity on affective commitment, turnover intention and job satisfaction. Many studies have tested the impact of JIS on job attitudes (such as organizational commitment, affective commitment, and intent to quit) and job behaviors (such as job satisfaction), while few studies assessed the effect of job insecurity climate on AC and JS

(Låstad et al., 2016; Sora et al., 2009) and limited studies attempted to explore the impact of JISC on TOI. In order to fill this gap, the current study will look into the effect of JISC on AC, JS and TOI, in addition to investigating the relationship between JIS and JISC, and most importantly the role of job insecurity climate as a mediator of the relationship between job insecurity and the aforementioned variables.

Recent studies have differentiated between individual JIS and JISC (Låstad, et al., 2016), where the first is the individual's perception of the powerlessness of retaining his employment agreement with the organization (quantitative aspect of job insecurity) or features of his employment (qualitative aspect of job insecurity), and the second is related more to how an employee perceives the level of job insecurity as a whole at his organization, which represents the common perceptions of job insecurity at work, and likely emerges from the discussions of employees that are related to their perceptions of the work environment and the JIS level. JISC is assumed to be higher in organizations that experienced frequent layoffs. Sometimes, the psychological state, personality, and past experiences of the employee interfere in his perceptions of individual job insecurity. While some employees perceive they are encountering high job insecurity, others working for the same organization and are affected by similar circumstances do not perceive the same. Accordingly, adding the variable of job insecurity climate provides a better measurement of the overall subjective and objective job insecurity, since employees tend to exchange their perceptions to form a collective perception of the JISC. Job insecurity when assessed with job insecurity climate, can provide a more balanced approach of the overall job insecurity an employee is confronting and that could be more company related than just solely personal related.

Few research have addressed the impact of JISC on job attitudes, and very limited studies investigated the relationship between JIS and JISC. The lack of research on the impacts of JISC adds to the implications of this research. Nevertheless, this study is considered the first of its kind in assessing the role of JISC as a mediator on the relationship between job insecurity and job attitudes. Moreover, this paper is one of the few studies that is investigating job insecurity and related outcomes in Qatar and concisely in the private sector.

### **1.1 Background**

As organizations seek to acquire competitive advantage in order to improve their profitability in the marketplace, attracting and retaining talented employees becomes a critical task due to their importance in adding to the strengths of an organization and as a core competence. Job insecurity and organizational commitment have gained the attention of organizations due to their outcomes on employees' work attitudes and well-being, and consequently their influence on organization's performance and profitability as a whole. Despite that companies tend to end the contract agreement of underperforming and unproductive employees and employees with inconsequential roles during downsizing or restructuring, yet organizations at the same time realize the importance of retaining their talented and productive employees for their contribution in the company's competitiveness. However, a climate of job insecurity may impact primarily employees who are highly talented, and this can be argued that highly talented employees have more alternative opportunities than underperforming and unproductive employees (Jackofsky, 1984). JIS and JISC were both theorized as work stressors and were perceived by

employees as a threat (Witte, 2005). Job insecurity has negative outcomes that are extended to long periods (Sverke et al., 2002), such as reducing employees' job satisfaction, involvement, organizational commitment and rising their intent to resign. Investigations on JISC have yielded similar consequences of JIS on OC and JS (Låstad, et al., 2016). Future research recommends investigating its impact on TOI and other job related outcomes (Sora et al., 2012). Some studies discussed that job insecurity might have comparable effects to a job loss (Dekker and Schaufeli, 1995; Latack and Dozier, 1986).

Given its overall negative consequences, companies are striving to find ways to avoid high levels of JIS, and to eliminate the factors that contribute in triggering high levels of perceived JIS among employees.

## **1.2 Statement of the Problem**

The purpose of this study is to evaluate the impact of JIS on JISC, and the role of job JISC as a mediator on the impacts of JIS on job related outcomes (AC, JS, and TOI).

Although job insecurity was one of the focal topics of human resource management discussed in the past decades, yet assessing job insecurity climate empirically was newly brought up. The majority of research studies that tackled job insecurity, have investigated it from the perspective of an individual's concern of losing his own job. However, a more global perspective can be employed considering the social context as well, that means job insecurity can be assessed along job insecurity climate that represents the individual's perception of the worry of his colleagues about the continuity of their employment agreement with the organization (Lastad, 2015; Cuyper et al., 2009; Sora et al., 2009; Lastad et al., 2016; Lastad et al., 2015). Adding the JISC construct in the assessment of job insecurity outcomes yields a valuable indication of the overall job insecurity that is

resulting from practices related to the company. By introducing the job insecurity climate, there will be a likelihood of eliminating the bias resulting from the subjective perceptions of the individual, that sometimes could be referred to individual's own past experiences, employability, career insecurity.

### **1.3 Aim and Objectives**

The broad aim of this study is to contribute to an augmented knowledge on the role of JISC on the relationship between JIS with each of AC, TOI, and JS. The basic hypothesis of this research is that perceived JISC strengthen the relationship between JIS and the mentioned outcomes. This study also aims at validating the findings of previous research in terms of the relationship between job insecurity and job insecurity climate, and the impact of job insecurity on the above stated outcomes.

Lastly, it aims at studying those impacts in the context of Qatar (private sector) where the workforce consists majorly of expatriates. On a survey that was prepared by Bayt.com (Bayt.com Career Aspirations in the Middle East and North Africa (Rep.). (2014)), job security was selected third by employees in Qatar when asked to mention the factors that represent top importance to them in picking their dream jobs. Moreover, when participants were asked to state their top career goal, getting a new job was ranked number 1 in their responses. Overall, around 31% of employees in Qatar expressed their worry about their job loss.

### **1.4 Research Questions**

The main aim of this study is to provide an answer to the following questions

- 1- Does an employee perception of his own job insecurity impact his perception of the job insecurity climate?



- 2- How perceived job insecurity impacts job related attitudes in Qatar?
- 3- Does job insecurity climate have the same impact on job related attitudes as individual job insecurity?
- 4- Does JIS mediate the impact of JIS on job selected outcomes?

### **1.5 Significance of the Study**

This study highlights the dynamics that contribute to the relationship of work environment to employees' job attitudes, specifically affective commitment and turnover intentions. Research concerning the aforementioned concepts revealed that limited studies have assessed the link of job insecurity to job insecurity climate. In Låstad, L. (2015) study JIS was proved to predict JISC. This study will be contributing to the literature of job insecurity climate.

Furthermore, this study fills the gap of the role of JISC on the effect of JIS on job related outcomes as the first study to investigate this relationship. On the other hand, with over than 90% of the workforce in the private sector in Qatar being expatriates, it is extremely imperative to study the mentioned relationships in this context, and to assess whether the findings of previous research can be generalized to this workforce structure as well. Hence, the findings of this research will add to the literature on JIS and JISC in Qatar.

To summarize, the findings related to this study will be redirected to the benefit of the society taking into account that job insecurity increases the likelihood of higher unemployment rates. Understanding the impacts and the stimulators of job insecurity will help organizations in controlling those impacts or either eliminating them depending on the companies' strategies. Some companies may take preventive actions to avoid high

levels of job insecurity.

## **1.6 Research Structure**

This paper commences with an Introduction (chapter 1), that explains the background of this study, states its research questions and highlights its contribution. Whereas Literature Review Chapter (chapter 2) contains a comprehensive review of literature on job insecurity and the related topics which will guide us towards emerging the conceptual model. Through the literature review, the definitions of the topics being discussed will be detailed, in addition to the major studies that have been held about these topics, and the relationships that were examined. Moreover, similar studies that were examined in the context of Qatar will be discussed.

Chapter 3 includes the conceptual model, the hypotheses to be tested, alongside the research design consisting of the methodology, data collection methods, in addition to the measures that were used in this research. However, chapter 4 displays the analyses of the data being collected, the research findings and discusses the implications of this study. While chapter 5 involves the conclusion of our study, limitations, and future opportunities for research.

## CHAPTER 2: LITERATURE REVIEW

This chapter exhibits an overview of the literature of previous research on JIS, JISC, OC, TOI, and JS. The objective of this review is to show the progress in this field, and to extract the most relevant definitions for the selected variables, besides discussing the results of existing related research. Moreover, to identify the gap in literature that will support in building the conceptual model of this project.

### **2.1 Job Insecurity**

Job insecurity has been considered as a work stressor (Jiménez et al., 2017) and has been defined in several ways. Loi et al., (2011) described JIS as the employee's perception of his work environment. Greenhalgh and Rosenblatt (1984) defined it as a "perceived powerlessness to maintain desired continuity in a threatened job situation", and argued that it is a subjective threat. Job insecurity signifies a concern regarding losing the current job (Sverke et al, 2002).

Cuyper et al., (2009) explored in their study the direct association between objective threat of joblessness after the restructuring declaration and the perceived job insecurity, and the indirect association with strain. Witte et al., (2015) stated that job insecurity infers a divergence from what the employee aims for and what he gets. As a universal view, Witte (1999) stated that job insecurity concerns individuals in their workplace that worry they conceivably will lose their job and end up jobless. On the other hand, Hellgren et al., (1999) investigated the 2-dimensions of job insecurity, the quantitative aspect (perceived loss of a job), and the qualitative aspect (perceived loss of significant job attributes), and highlighted on the importance of the quantitative aspect of job insecurity as a focal aspect of it. Other

researchers argued that job insecurity encompasses three elements: individual threat, anxiety, and an expected undesirable and unwilling change in individual's own job in the future (Zheng et al., 2014)

It has been verified that job insecurity has negative consequences on employees. Silla et al., (2008) evidenced the positive correlation between job insecurity on employees' poor well-being in the study that were held in Belgium on 639 employees from 6 different organizations and different sectors. In addition, it was found that the link among JIS and the satisfaction of life is moderated by employability.

Witte (1999) debated that job insecurity varies relative to the employee's post in the company, gender and age, however, there was no statistical significance on the interaction of age and occupational position with job insecurity in his research on 336 employees from a Belgian factory of an international organization, while a significant rise in distress was reported on men who felt insecure but not on women. Others questioned the impact of the contract type on the job insecurity and that employees with short term contracts reported superior levels of job insecurity in comparison to permanent contract employees (Feather et al., (2004), Shi (2017)). However, Witte and Naswall (2003) showed that JIS is not related with decreased JS and OC among temporary workers, while not the same on permanent workers. The same was verified in Cuyper and Witte (2006) study, in which it found that job insecurity were more challenging in terms of outcomes for employees with permanent contracts in comparison to employees with temporary jobs, and that was explained that although employees with temporary contracts are exposed to higher job insecurity, however they are prepared more for this situation and hence their reactions are more controlled.

Vujičić et al., (2014) found a strong positive link among JS and OC and a negative link among JIS and each of JS and OC on his study on 149 employees from the tourism sector in Serbia.

Chirumbolo and Hellgren, (2003) demonstrated that the impact of job insecurity on turnover intention is interfered by organizational commitment and job satisfaction by using data from four European nations.

Silla et al., (2010) investigated the influence of JIS on employees' attitudes with the role of fairness as a mediating factor. The study was carried out in 2010 on 697 representatives from a civil organization in Spain. The study revealed a negative relationship between JIS insecurity and each of employees' OC and JS, and a positive link with TOI. On the other hand, when introducing fairness as a moderator, the impact of job insecurity on job satisfaction in the presence of high fairness environment was negligible, whereas the outcomes indicated that organizational commitment is higher in the presence of fairness regardless of the insecurity level. The main drawback of this study is that it was carried out on a public sector organization where job insecurity is low compared to private sector [ref]. A similar study held in China examined the relationship between JIS and procedural justice, the findings were negative relationship moderated by ethical leadership (Loi et al., 2011).

Griep et al., 2015 compared the impact of job insecurity to the impact of an unemployment on psychological complaints, and self-rated health and life satisfaction, which yielded that high JIS is related to more psychological complaints in comparison to lower job insecurity and short term unemployment and to poorer health compared to low insecurity, but higher life satisfaction compared to short and long terms unemployment.

Job insecurity impact can be reduced by employment and income insecurity according to König et al., (2010). Furthermore, employees who have higher emotional intelligence are better in dealing with the consequences of JIS than those with lower emotional intelligence (Jordan et al., 2002).

Sora et al., 2009 debated that job insecurity is a subjective perception and there is a need to investigate the social context of the job insecurity perception to have a more collective view. JISC reflects the perception of the employee of his work environment job insecurity, which in turns delivers an indication of the company's operations and human resource practices.

## **2.2 Job Insecurity Climate**

The thought of JISC has initially been reviewed as a collected perceptions of JIS (De Cuyper et al., 2009; Sora et al., 2009). Job Insecurity can also be explained as a view of the shared climate at work, regarding the intensity to which workers sense that there is an environment of job insecurity inside the organization in general (Lastad, 2015). Lastad, (2015) argued that recognizing the workplace environment is not only at the individual level but extends as well to the group level, as individual perceptions are assessed alongside colleagues' perceptions of the workplace, which represents the individual's perception of the psychological social climate. Sora et al., 2009 defined Job insecurity climate as the agreed perceptions at the work place of the inability to preserve the stability of contracts in a vulnerable job condition. Lastad et al., (2015) showed that job insecurity and job insecurity climate are different constructs and that an employee can distinguish between his own perceived job insecurity and the perceived job insecurity climate. Låstad, L. (2015) stated that perceptions are made as a result of an interface between individual and

situational elements. At the personal level, an individual can develop a view of his specific condition (psychological climate) and a view of in what way others are facing the condition (psychological shared climate). Perceptions types at the individual level and group level are shown in Figure 1.

		Individual level	Group level
Type of perception	Perception of one's own work situation	Psychological climate	Organizational climate
	Perception of how others perceive the work situation	Psychological collective climate	Organizational collective climate

*Figure 1.* Perceptions Types at the Individual Level and Group Level

Cuyper et al., (2009) examined the impact of hiring temporary workers on their permanent employees' perceptions of job insecurity climate. The analysis of the study that was done in the contexts of Belgium and Spain revealed a positive relationship between the proportion of non-permanent contract employees and job insecurity climate among permanent employees. The rise in the number of temporary employees triggered the feeling of job insecurity among permanent employees and consequently an increase in climate insecurity.

### **2.3 Organizational Commitment**

Organizational commitment gained the interest of researchers during the past decades, and has been discussed extensively in previous studies due to its significant impact on the organization and on the workplace. Organizational commitment was described as the employee's bond with and the contribution in the organization (Porter et al., 1974). Crewson, (1997) briefed that organizational commitment can be seen as mixture of 3 constituents: Loyalty that reflects a keen want to stay with the organization, involvement that reflects a commitment to spend more efforts for the organization and identification that reflects a faith and an acknowledgement of the company's values.

Meyer and Allen, (1991) has conceptualized the construct of organizational commitment as a three component construct, affective, continuance, and normative commitments. Affective commitment relates to a want to preserve an employment relationship and referred to as the emotional attachment. Continuance commitment reflects the need to keep an employment relationship and refers to the recognition of financial losses consequent to exiting the organization. Normative commitment corresponds to the feeling of obligation to preserve an employment relationship. The researcher also argued that commitment is a psychological state. Employees' with strong financial needs have high continuance commitment, those with great desire to work for the company have high affective commitment, and those who feel they are forced to keep the work agreement have high normative commitment. The three forms of organizational commitment are linked but distinct from one another and from job satisfaction (Meyer et al., 2002).

Organizational commitment has been reviewed from two edges, its antecedents and consequences (Sabella et al., 2016). Meyer and Allen, (1991) discussed that organizational



structure characteristics, work experiences and personal characteristics are of the main antecedents of affective commitment, investments and availability of alternative work opportunities are of the antecedents of the continuance commitment, cultural and organizational socialization along with organizational investment impacts normative commitment. Job involvement and motivation could be considered as correlates of organizational commitment (Mathieu and Zajac, 1990). Joo and Park, (2010) highlighted that organizational commitment is predicted by the learning culture of the organization and the orientation of the learning goals.

As consequences, organizational commitment has impact on employees' turnover intention, absenteeism, and satisfaction. Vujičić, et al., (2014) found a strong positive correlation between organizational commitment and job satisfaction, while a negative correlation between job insecurity and each of organizational commitment and job satisfaction. Wang et al., (2010) explored the mediating role of organizational commitment on the impact of organizational justice on work performance. Elliot and Dan, (1994) highlighted that organizational commitment has impact on employees' productivity, as higher level of commitment will cause higher productivity and readiness to work. Several studies assessed the impact of organizational commitment on organizational outcomes such as high employee commitment reflect high quality of service to the customers (Babakus et al., 2003). Al-Esmael & Faisal, (2012) found that job characteristics predict organizational commitment on the study that was held among employees in the public, government and private sectors in Qatar.

Singh and Gupta, (2015) investigated in their study the relationship between organizational

commitment and other types of commitment such as professional and team commitment and job involvement, where they found that affective and normative commitments are negatively linked to professional commitment. Other studies explored the influence of organizational commitment precisely affective commitment and job satisfaction on anticipating turnover (Porter, 1974).

Labatmedienė et al., (2007) research in Lithuania on 105 employees from various organizations revealed that a considerable bond exists between organizational commitment and intention to quit the organization, and that organizational commitment varies relative to age, and educational level. Meyer et al., (2002) disclosed a similar finding in his meta-analysis study where the three factors of organizational commitment were found to have negative links with turnover intentions.

## **2.4 Job Satisfaction**

Although job satisfaction has a proven significance on organizational outcomes such as performance and profitability, there is yet no consensus on the clear definition of job satisfaction. Job satisfaction is considered as key measure of employees' attitudes, and it is believed that it entails a psychological and physiological consequences (Wright, 2006). Job satisfaction somehow reflects the fine conduct of the organization, and can as well provide an indication of the employee's emotional well-being (Spector, 1997).

Job satisfaction was either conceptualized as an affective construct or a cognitive construct, in which the way it was conceptualized impacted its relation to other variables (Brief and Roberson, 1989). Affective job satisfaction reflects the degree the employee has a positive emotional response to his job as a whole, while cognitive job satisfaction involves a more realistic assessment of the work state (Thompson & Phua, 2012).

Several factors were examined as either antecedents or consequences of job satisfaction at the individual, organizational and job related level (Fazlollahtabar et al., 2016). Fair organizational processes and assessments, available growth opportunities for employees, and organization relationship to employees promote job satisfaction (Bellou, 2010).

Despite that job satisfaction is considered as a separate construct, some researchers argue that organizational commitment and job satisfaction are related constructs (Mathieu and Zajac, 1990). Lalopa, (1997) revealed that satisfied employees are likely to have higher organizational commitment and lower intent to quit. Similarly Testa, (2001) explored that organizational commitment is a consequence of job satisfaction as the rise in the level of job satisfaction will trigger high level of organizational commitment. Meyer et al., 2002 stated that the three components of organizational commitment are linked but distinct from job satisfaction and job involvement. Caykoğlu et al., (2011) found that job satisfaction has direct impact on organizational commitment. Yiing and Ahmad, (2009) explored a significant connection between job satisfaction and organizational commitment.

## **2.5 Turnover Intention**

Employee turnover is considered unfavorable and costly to the organization (Kim et al., 2017). Employee voluntary turnover was defined as the employee's initiative to move away from the membership limit in the prospective future. Turnover intention is considered as the top predictor of turnover (Allen and Meyer, 2010; Lin et al., 2017) and it is the degree to which an employee plans to leave his employer (Ma and Trigo, 2008; Nicholas et al., 2016). Many studies investigated the antecedents of turnover intention among employees such as organizational commitment and job satisfaction (Allen et al., 2010), perceived organizational support and justice (Wong et al., 2015), and job involvement. Past research

reported a negative relationship between turnover intention and affective commitment (Addae et al., 2008). Moreover, turnover intention was proved to predict job performance (Hui et al., 2007). Turnover intention was found to have a negative relationship with job performance (Wong et al., 2015). Employees who have higher intent to quit the organization showed a little organizational citizenship and poorer customer service compared to their peers with lower intent to quit (Allen et al., 2003). Role ambiguity increases the likelihood of intent to quit (Clercq and Belausteguigoitia, 2017). Suliman and Junaibi, (2010) reported a negative link between organizational commitment and turnover intention.

## **2.6 Job Insecurity and Outcomes**

Ashford et al., (1989) stated that JS and OC are negatively impacted by job insecurity. JIS was found not related to JS in Jiménez et al., (2017) study. On the other hand, JIS was observed to increase job satisfaction among salespeople and was argued that JIS has a positive impact on hope, and consequently on JS (Bouzari and Karatepe, 2018). Contrarily, Cuyper et al., 2009 study yielded a negative relationship between JIS and JS, and was stronger for permanent contract workers than for temporary workers. Similarly, Witte et al., 2003 obtained a negative effect of JIS on JS among permanent workers. The relationship between JIS and JS yielded contradictory results in different studies.

Several studies investigated the relationship between JIS and OC (Marques et al., 2014; Cuyper et al., 2009; Witte et al., 2003). Witte et al., (2003), stated that JIS has negative impact on organizational commitment among permanent workers. Affective commitment represents the emotional part of organizational commitment and according to Cuyper et al., (2009), job insecurity links negatively to affective commitment. Although, most of the

studies reported similar relationship between JIS and AC, the strength of the relationship was not inspected.

Job insecurity is linked to elevated level of stress and intentions to quit the organization (Jiménez et al., 2017). Most studies had similar findings on the effect of JIS on intentions to quit. A correlation was obtained between JIS and TOI (Sverke et al., 2002). Job security was realized to be one of the important antecedents of TOI (Addae et al., 2008; Wong et al., 2015)

## **2.7 Job Insecurity Climate, Job Insecurity and Outcomes**

The need for studying job insecurity from a multidimensional perspective has generated several research recently that addressed job insecurity climate (Låstad et al., 2015; Sora et al., 2012; Sora et al., 2009, Cuyper et al., 2009; Låstad et al., (2016),). According to Låstad et al., (2015), job insecurity climate was identified as a different construct from individual job insecurity. In addition, it was argued that job insecurity climate could work as a hindrance or as an accelerant on the impacts of job insecurity on outcomes.

Job insecurity climate was found to be predicted by job insecurity in a longitudinal study by Låstad et al., (2016), while no significance was found on the reverse relationship. They debated that job insecurity initiates at the individual level then broadens to the climate and organizational level. The perceived level of individual job insecurity impacts how an employee perceives the job insecurity climate, despite that job insecurity climate is formed as employees 'shared perceptions of their work environment insecurity level, yet the personal factors interfere in those perceptions. In addition, we argue that employees tend to assess their perceptions of individual job insecurity against their perceptions of the insecurity climate in which the variance between the levels of perceptions impacts their

reactions to job attitudes. An employee's perception of job insecurity climate will affirm whether his/her perception of individual job insecurity is harmonized with his colleagues. Although many studies investigated the impact of job insecurity on organizational commitment, job satisfaction and turnover intention, limited studies examined the impact of job insecurity climate on organizational commitment and job satisfaction in which negative relationships were reported and those relationships were moderated by degree of agreement among employees on the insecurity climate (Sora et al., 2012). The research proposed that future studies shall consider other job attitudes such as absenteeism, performance, and intent to quit, in which the latter will be one of the objectives of this study.

Sora et al. (2009) presented a dissimilar outcome on the relationship between JISC, OC, and JS among a Spanish versus a Belgian sample. In the Spanish sample, the relationship of job insecurity climate to organizational commitment and to job satisfaction was significant, negative and firmer than the impact of job insecurity, in contrast with the Belgian sample that didn't generate a significant relationship among JISC and variables, while revealed a negative impact of JIS on OC, and JS. The discrepancy in the outcomes between the two samples can be referred to cultural and labor market structure differences or to the existence of a moderating variable among the relationship of job insecurity climate and outcomes. At the cultural level, it can be argued that the outcomes vary according whether cultures or societies are classified as collectivism or individualism. Collectivism favors group outcomes on individuals, thus individuals are affected more by the group results, while individualism is concerned more with individual results.

Job insecurity and job insecurity climate are recognized as work stressors. Job insecurity

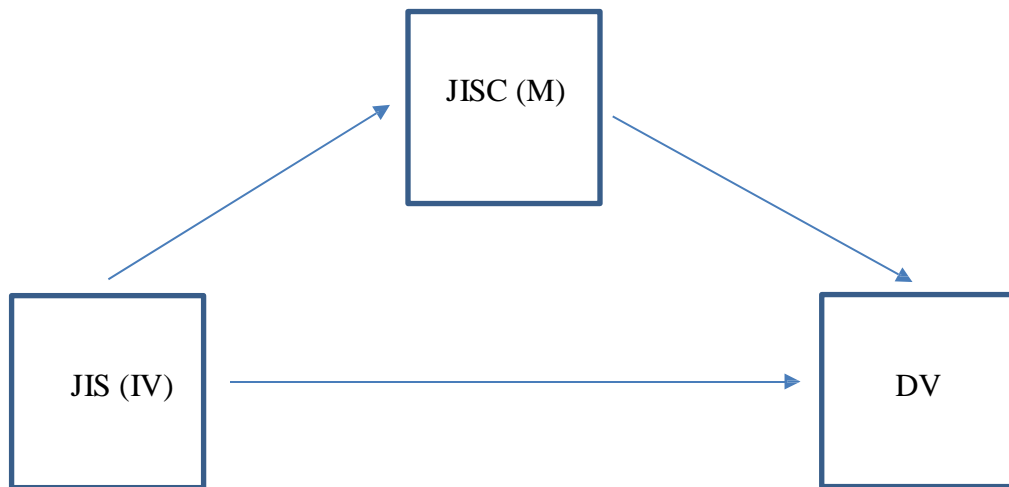
was proved to have negative effects on work outcomes. Job insecurity climate is believed to have similar or even firmer impacts on work outcomes. Since both job insecurity and job insecurity climate have negative influences on outcomes, and job insecurity impacts job insecurity climate, job insecurity climate will be tested as a mediator on the relationship of job insecurity on outcomes. It is believed that the effect of job insecurity on outcomes can be transferred via job insecurity climate. The work outcomes that will be tested are affective commitment, job satisfaction, and turnover intention. The conceptual model will be presented in the next section.

## **2.8 Conceptual Model**

The analysis of the existing literature on job insecurity, organizational commitment, job satisfaction, and turnover intention and job insecurity climate provided the researcher with the information needed for developing the conceptual model. Although the majority of studies revealed a negative impact of job insecurity climate on job attitudes, some other studies found contradictory results. Assessing each of the job insecurity climate and job insecurity impacts on the job related outcomes can generate a better understanding. The principle components of the conceptual model are the job insecurity and job insecurity climate, research on them revealed that job insecurity predicts job insecurity climate. However, the model developed will assess the role of job insecurity climate as a mediator on the impact of job insecurity on work outcomes. Although job insecurity is a universal problem, there is lack in research about the intermediary effects between job insecurity and job outcomes.

We argue that the levels of perceived job insecurity climate relates to the company's practices. The mediator effect will be tested according to Barron and Kenny (1986)

fundamental steps. The model will be tested with a sample of 104 non managerial employees from the construction industry in Qatar. Job insecurity varies by sector, according to Parent-Thirion, et al., (2012) study 22% of employees reported that they experienced job insecurity in the construction industry compared to 10% in the public services. Figure 2 represents the hypothesized model.



*Figure 2* Hypothesized Model



Based on the reviewed literature, the following hypotheses were generated:

H1: Job insecurity (JIS - IV) has a significant impact on Job insecurity climate (JISC - DV)

H2: Job Insecurity has a significant negative impact on affective commitment

H3: JISC mediates the relationship between JIS (IV) and AC (DV)

H4: Job Insecurity has a significant positive impact on Turnover intention.

H5: JISC as mediator of the relationship between JIS (IV) and TOI (DV)

H6: JIS has a significant negative impact on job JS

H7: JISC as mediator of the relationship between JIS (IV) and JS (DV)

## CHAPTER 3: RESEARCH METHODOLOGY

In order to reach the objective of this research, an online based questionnaire survey was prepared and distributed to employees working in the construction industry. Methodology applied to this research, measurements, conceptual model, research design, will be discussed in this chapter. Particular measurable variables were chosen to examine statistically the developed hypotheses in order to realize the purpose of this research using quantitative statistics.

### **3.1 Research Design**

The aim of the this research is to test the relationship between job insecurity, job insecurity climate, and job related outcomes, in addition to measuring the role of job insecurity climate in those relationships. Primary data was collected via an online survey. This research is a quantitative conclusive causal research as it tests the relationship between the variables and collects the data by means of a survey, evaluates and presents the data arithmetically by undergoing a statistical analysis. The survey was prepared online on Survey Monkey website.

### **3.2 Sampling and Data Collection**

A survey questionnaire was designed to assess the following variables: JIS, JISC, JS, and TOI. The questionnaire was prepared in Arabic and English and was distributed to non-managerial employees working in the construction industry of Qatar via WhatsApp and LinkedIn.

The employees were asked to participate in the survey that composed of the same set of questions. 350 employees were approached to participate in the survey, 120 participated in the survey with a respondent rate of 34%, out of which 104 fully completed the survey with

a completeness rate of 86%.

### ***3.2.1 Questionnaire Structure***

The questionnaire consisted of 45 questions, and was divided into four main parts

- A) Section One: This section was labeled General Information and requested demographic information such as Gender, Age group, Educational level, years spent in the organization, years spent in work, and information about the job department the employees belong to, in addition to the business sector their company operates in, and the dimensionality of their company whether local, regional, or multinational.
- B) Section Two: This section was titled organizational commitment and job satisfaction and it contained questions related to the three dimensions of organizational commitment: Affective, continuance commitment, and normative commitments and questions related to job satisfaction. The answers were ranging from strongly agree to strongly disagree on a 7-item Likert scale.
- C) Section Three: This section was designated for Job Insecurity and Job Insecurity Climate, it contained questions that tested perceptions of individual job insecurity and perceptions of job insecurity climate. The questions were rated on a 7-item Likert scale (strongly agree to strongly disagree)
- D) Section Four: This was the last section of the questionnaire and was titled Turnover intention. It contained 6 questions that measure the intent of an individual to quit his organization. The answers was rated on a 7-item Likert scale ranging from Never to always.

### 3.3 Measures

All the indicators in this study allowed participants to respond on a seven-point Likert scale. Rating from strongly disagree to strongly agree for sections 1, 2, and 3, and rating from never to always for section 4.

Organizational commitment measure consisted of 18 questions adapted from Meyer et al., (1993). As discussed in the literature review, organizational commitment is divided into 3 elements:

- Affective commitment that can be summarized by the emotional commitment of an employee towards his organization. Based on Meyer et al., (1993), 6 questions were developed to measure this element. Participants were asked to respond to questions such as the “I would be very happy to spend the rest of my career with my organization”, “I really feel as if my organization’s problems are my own” etc..
- Continuance commitment represents the employee commitment to his organization because of his need of the job and to the costs associated to leaving the organization. Based on Meyer et al., (1993), 6 questions were developed to measure this element. Participants were asked to answer questions as “Right now staying with my organization is a matter of necessity as much as desire”, “It would be very hard for me to leave my organization right now even if I wanted to” etc...
- Normative commitment represents the employees’ obligation towards his organization. Questions for each dimension of the organizational commitment. Based on Meyer et al., (1993), 6 questions were developed to measure this element. Participants were asked to answer questions as “I do not feel any obligation to

remain with my current employer”, “Even if it were to my advantage, I do not feel it would be right to leave my organization now” etc..

Job satisfaction was adapted from Thompson et al., (2012). Participants were asked to rate 4 questions on job satisfaction from totally disagree to totally agree.

Individual Job Insecurity was adopted from Hellgren et al., (1999). In this study, quantitative aspect of job insecurity was considered only which refers to the individual's powerlessness to maintain his current employment contract with the organization (Greenhlagh and Rosenblatt, 1984). Participants were asked to answer questions related to perceived individual job insecurity from strongly agree to strongly disagree on a 7 item Likert scale.

Job Insecurity climate was adapted from Lastad et al., (2015). Job insecurity climate was considered from the quantitative perspective that refers to how an employee view the collective fear of a job loss at his organization. Qualitative aspect is not considered (collective fear of loss of job features).

Turnover intention was adapted from Sjoberg and Sverke (2000). Participants were asked to rate 6 questions on turnover intention on a 7- item likert scale from Never to Always.

## CHAPTER 4: DATA ANALYSIS AND DISCUSSION

In this chapter an analysis of the collected data will be conducted and discussed. First, the profile of the respondents will be presented and analyzed, followed by a reliability analysis, and then in order to test the hypotheses, a regression analysis via SPSS will be ran and its results will be displayed and reviewed.

### **4.1 Profile of Respondents**

This section provides a descriptive analysis of demographics data and general information data that were collected. Demographics' component and general information data of this project contained elements such as gender, age range, educational level, nationality, years of experience in the organization, years of experience with the present company, the business sector that the company belongs to, and the dimensionality of the company (i.e local, regional, international/multinational). Frequency and demographics' measurements of the profile were used to review the sample and spot its properties. Table 1 represents a summary of the profile of respondents.

Table 1

*Profile of Respondents*

Item		Frequency	Percentage
Gender	Male	92	88.5
	Female	12	11.5
Nationality	Non- Qatari	104	100
Education Level	High School	6	5.8
	College Degree	76	73.1
	Masters or above	22	21.2
Age	18-25	4	3.8
	26-35	64	61.5
	36-46	28	26.9
	47-57	6	5.8
	58 or above	2	1.9
No. of years spent in current organization	One year or less	19	18.3
	2-7 years	60	57.7
	8-13 years	22	21.2
	14-19 years	2	1.9
	20 years or above	1	1
Company type	Local	31	29.8
	Regional	26	25
	Multinational	47	45.2
Business sector	Industrial /Construction	104	100
Job Depart	Sales & Marketing	40	38
	Design & Eng	33	34
	Ops & maint	31	28

Males represented 88.5% of the participants. The expatriate male to female ratio in the construction industry as per the report released by the Ministry of Development Planning and Statistics of the state of Qatar of 2014, is 89.3% of males to 10.6% of female. The distribution of the participants is consistent with the male to female distribution of the target population.

Analysis of the respondents' age range revealed that the majority of respondents fall under the age bracket of 26 to 35 years (61.5%) followed by 36-45 (26.9%). Qatar labor force consists of expatriates who are coming to Qatar to work directly after earning their academic degrees in their home countries to seek opportunities. Their stay ranges from 5 to 15 years. The results reflect the nature of the workforce where more than 88% are between 26 and 46 years. According to educational level, and since the targeted population are professionals working in the construction industry, more than 94% of them responded that they have attained a college or a higher degree.

Most of the respondents spent between 2- 7 years in their organizations, representing 58% of the sample, 21% spent 2-13 years in their organizations, 18% spent less than one year and the rest spent above 15 years in their organization. 45% of the participants reported that they are working for a multinational company, compared to 30% for local and 25% for regional companies. All the respondents reported that they are working in the construction industry. Since the study targeted professionals from the construction industry, the respondents were closely distributed among 3 main job departments with 38% in Operations and maintenance, 34% in Sales and Marketing, and 28% in Design & Engineering.



## **4.2 Reliability Analysis and Cronbach's Alpha**

Cronbach's alpha is a test performed to check the internal consistency of the variables and factors, in other words, to assess how tightly the items of a construct are related. A 0.7 value of alpha and higher is considered acceptable in social science research. (Nunnally, 1978)

In this study, the following constructs are being measured: Affective commitment (AC) which consists of 6 Items (AC1 to AC6). Normative commitment (NC) which consists of 6 items (NC1 to NC6). Continuance commitment (CC) which consists of 6 items (CC1 to CC6). Organizational commitment (OC) which consists of 3 elements (AC, NC and CC). Job satisfaction (JS) that consists of 4 items, (JS1 to JS4).

Job insecurity (JIS) consists of 3 items (JIS1 to JIS3) Job insecurity climate (JISC) consists of 4 items (JISC1 to JISC4). And lastly, turnover intention that consists of 6 items (TOI1, to TOI6).

The Cronbach's alpha value for normative commitment was initially low, element NC1 was eliminated to increase the reliability from 0.721 to 0.901, therefore normative commitment was assessed on the basis of 5 items (NC2 to NC5). The same for continuance commitment in which 2 items were extracted cc5, and cc6 and Cronbach's alpha was 0.669 and was assessed on the 4 elements CC1 to CC4. Similarly, for turnover intention TOI6 was extracted from the factor and final internal reliability for TOI was 0.733. Table 2 below summarizes the final factors Cronbach's alpha. All elements have a value higher than 0.7 except CC, that enables the researcher to proceed with further analysis.

Table 2

*Cronbach's Alpha*

Factor	Number of Items	Items	Cronbach's Alpha	Mean	SD
AC	6	AC1 to AC6	0.834	4.721	1.79
NC	5	NC2 to NC6	0.901	4.44	1.96
CC	4	CC1 to CC4	0.669	4.44	1.85
OC	3	AC, NC, CC	0.748	4.53	1.43
JS	4	JS1 to JS4	0.875	5.03	1.62
JISC	4	JISC1 to JISC4	0.825	4.06	1.83
JIS	3	JIS1 to JIS3	0.861	3.41	1.83
TOI	5	TOI1 to TOI5	0.733	4.05	1.54

**4.3 Correlation between Variables**

Correlation between continuances variables were assessed with Pearson's correlation. JIS relation to OC is not significant, while significant with Affective commitment. Also JIS correlation with JS was found insignificant at 0.05 alpha level (2-tailed).

Table 3 represents the correlation between the elements of this study. Job satisfaction correlates positively to AC, NC, and negatively to TOI. JISC correlates negatively to AC ( $r=-.273$ , sig .005) and positively to JIS ( $r=0.508$ , sig .000). JIS was found to correlate negatively to AC ( $r=-.2$ , sig .041), and positively to TOI ( $r=.213$ , sig .030).

The results of correlations between the variables came in line with previous research as JIS correlates negatively to AC, and positively to JS, however, for job satisfaction the relation was found insignificant.

Table 3

*Correlations between the variables*

	AC	NC	CC	OC	JS	JISC	JIS	TOI
AC	1	.713	.347	.84	.569	-.273	-.2	-.569
Sig(2-tailed)		.000	.000	.000	.000	.005	.041	.000
NC	.713	1	.431	.898	.541	-.127	-.098	-.559
Sig (2-tailed)	.000		.000	.000	.000	.200	.323	.000
CC	.347	.431	1	.706	.112	-.125	.045	-.240
Sig (2-tailed)	.000	.000		.000	.260	.208	.648	.014
OC	.84	.898	.706	1	.509	-.208	-.104	-.565
Sig (2-tailed)	.000	.000	.000		.000	.034	.292	.000
JS	.569	.541	.112	.509	1	.021	-.011	-.502
Sig (2-tailed)	.000	.000	.260	.000		.835	.914	.000
JISC	-.273	-.127	-.125	-.208	.021	1	.508	.184
Sig (2-tailed)	.005	.200	.208	.034	.835		.000	.062
JIS	-.200	-.098	.045	-.104	-.011	.508	1	.213
Sig (2-tailed)	.041	.323	.648	.292	.914	.000		.030
TOI	-.569	-.559	-.240	-.565	-.502	.184	.213	1
Sig (2-tailed)	.000	.000	.014	.000	.000	.062	.030	

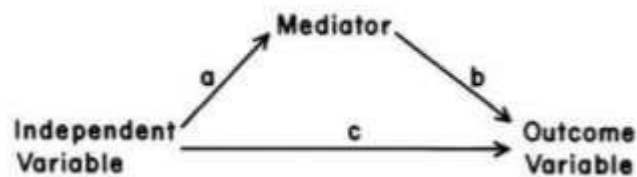
**4.4 Hypotheses Testing*****4.4.1 Mediator Analysis and Testing***

According to Baron and Kenny, (1986) a mediator model supposes an arrangement involving 3 variables with 3 paths. Path c involves the direct relationship between the IV and the outcome variable. Path (a) involves the direct relationship between the IV and the Mediator as DV. The third path is b, the impact of mediator as an IV on outcome variable

DV. In order to verify the mediator effect, paths a and c shall be significant, and then when testing the impact of IV and Mediator as IV on DV outcome variable, the previously significant relation between the IV and DV shall become insignificant, which Mediator as IV will have a significant impact on DV. All tests for mediator can be tested via regression analysis.

Another assumption for a mediator is that the DV shall not have an impact on the Mediator.

Figure 3 represents IV-Mediator-Outcome variable model by Baron and Kenny, (1986).



*Figure 3* Baron and Kenny, (1986) Mediating Model

#### ***4.4.2 Hypothesis 1 Testing – JISC as a function of JIS***

Hypothesis 1 was developed to investigate the impact of job insecurity on job insecurity climate

H1: Job insecurity (JIS - IV) has a significant impact on Job insecurity climate (JISC - DV) (*Figure 4*)

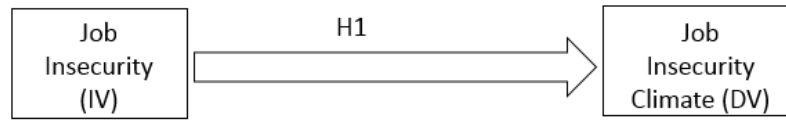


Figure 4 Hypothesis H1

Running a regression analysis on SPSS revealed a positive relationship between job insecurity (IV) and job insecurity climate (DV). Based on the linear regression output table, job insecurity was found to have a positive impact on job insecurity climate. Table 5 indicated an adjusted R<sup>2</sup> value of 0.251, which means that 25.1% of the changes in JISC are explained by the changes in JIS. The slope of the regression line is 0.467 (significance 0.000). The linear regression equation can be represented as follows:

$$JISC = 2.473 + .467(JIS)$$

Although, the value of the adjusted R<sup>2</sup> is low, indicating a poor fit, however the model is significant. Table 5 represents the regression output coefficients of the relation between JIS and JISC.

Table 4

*Regression output of JIS (IV) and JISC (DV)*

IV	$\beta$	Case	F-Value	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error
JIS	.467*	104	45.26*	.508	.258	.251	1.29

Notes: \*p-value < 0.01;

Figure 5 shows the graphical representation of JISC function of JIS. The graph demonstrates the regression line, which shows the trend in JISC as JIS changes, however, the data are spread around the regression line in which only 25.1 % of them will fit on the line itself.

R2 usually refers to the fit of the data on the regression line. The higher the R2, the more fit the model. In the models which were analyzed, the R2 was very low, however this study is concerned with social science where predicting human is difficult. The pattern and significance shows the impact however the data don't have high variability and don't fit in the line.

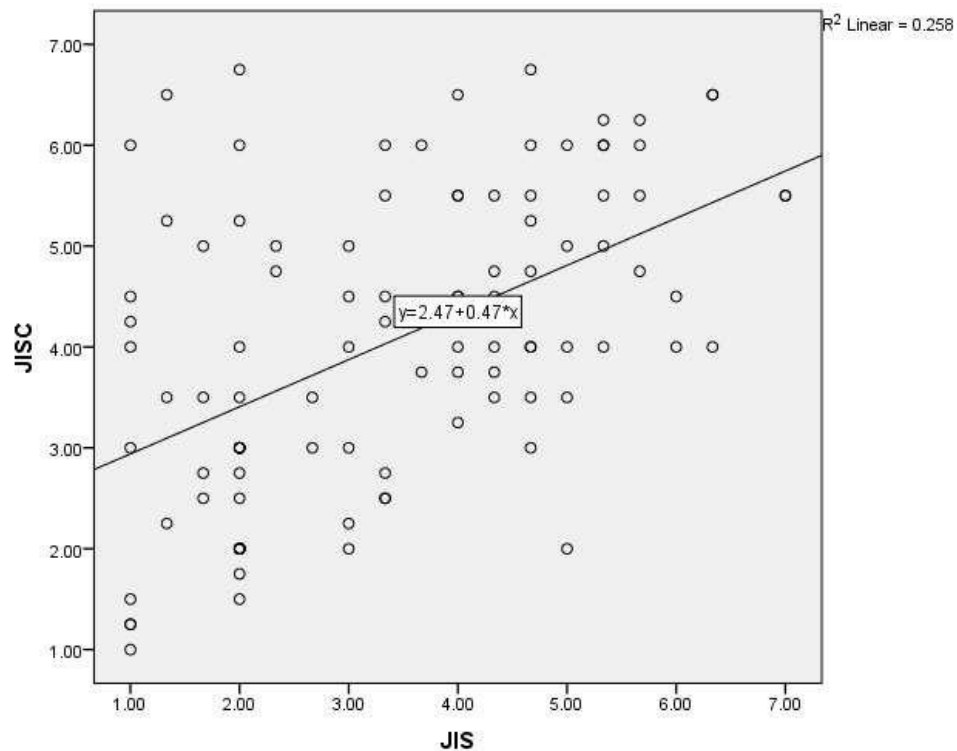


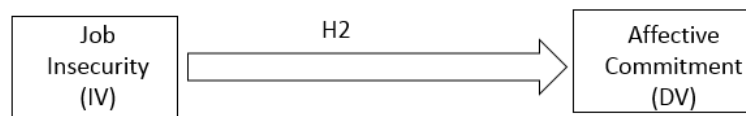
Figure 5 Graphical Representation of the Regression Line (DV: JISC, IV: JIS)

Based on the regression analysis, we can consider that Hypothesis H1 is accepted. JIS is showed to significantly positively impact JISC.

#### ***4.4.3 Hypothesis 2 Testing – AC as a function of JIS***

Hypothesis 2 was developed to investigate the impact of job insecurity as a dependent variable on affective commitment as an independent variable.

H2: Job Insecurity has a significant negative impact on affective commitment (Figure 6)



*Figure 6* Hypothesis H2

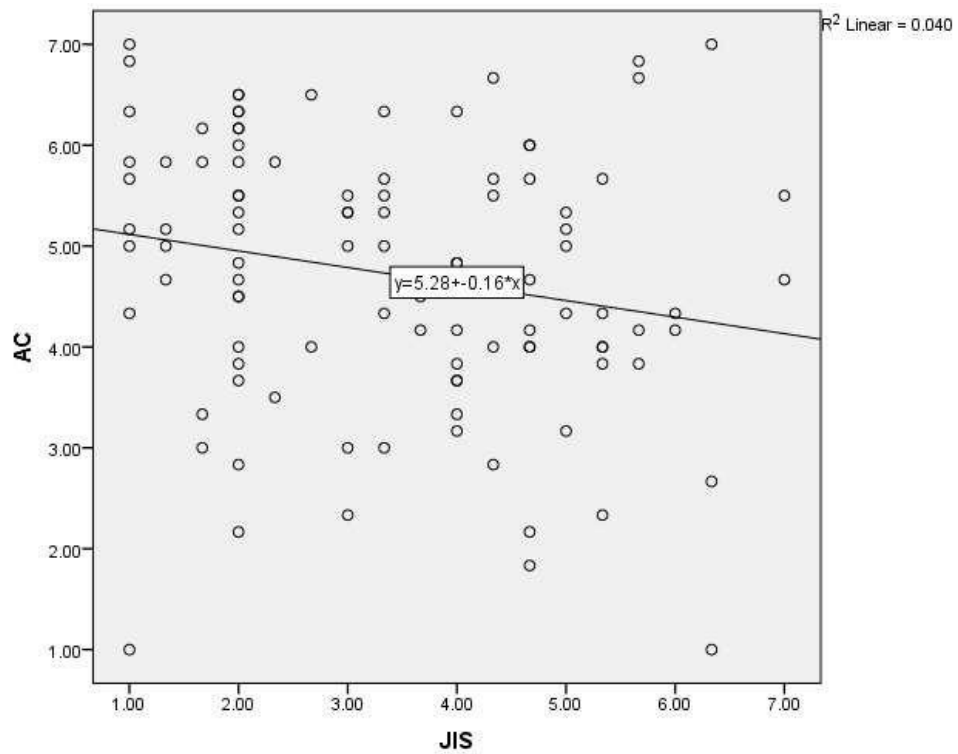
The regression analysis of the impact of job insecurity on affective commitment (Table 5) showed a significant negative relationship ( $r = -.164$ , sig .041). The adjusted R<sup>2</sup> is 0.031 which is very weak, indicating a very weak model fit due to the nature of the data collected. The model equation is  $AC = 5.28 - 0.164 (JIS)$ . Therefore, H2 is accepted. Figure 7 represents the model equation line.

Table 5

*Regression output of JIS (IV) and AC (DV)*

IV	$\beta$	Case	F-Value	R	R2	Adjusted R2	Std Error
JIS	-.164	104	4.266	.2	.04	.031	1.306

Notes: \*p-value <0.05;



*Figure 7* Regression table of coefficients (DV: AC, IV: JIS)



#### 4.4.4 Hypothesis 3 Testing – Role of JISC as mediator between JIS and AC

Hypothesis 3 was developed to test the role of job insecurity climate as a mediator on the relationship between job insecurity and affective commitment.

H3: JISC mediates the relationship between JIS (IV) and AC (DV). Figure 8 represents Hypothesis H3.

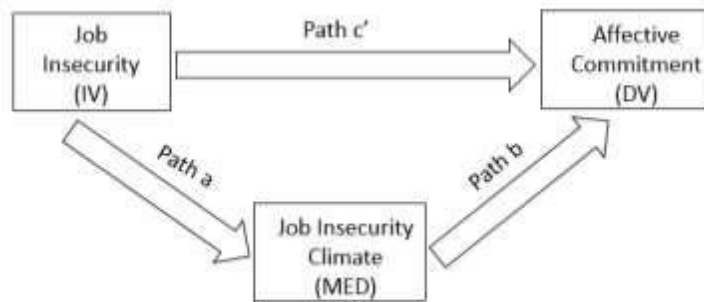


Figure 8 Hypothesis H3

From H1 and H2, it was proved that a significant relationship exists between JIS and AC (path c'), and a valid significant relationship between JIS and JISC (path a). Since the two paths are significant, a regression analysis was held between JIS and JISC as independent variables, and AC as a dependent variable. The model fit increased to 0.061 (Table 7), and JISC as a DV was found to significantly negatively impact AC (Table 7), whereas JIS was insignificant in predicting AC in the new model. Since JIS was verified to have insignificant impact on the new regression, JISC was evidenced to fully mediate the relation of job insecurity on affective commitment. Therefore, hypothesis H3 is accepted.

Table 6

*Regression output of JIS & JISC (IV) and AC (DV)*

IV	$\beta$	Case	F-Value	R	R2	Adjusted R2	Std Error
JIS (sig .455)	-.068	104	4.266	.282	.08	.061	1.285
JISC (sig .04)	-.205*						

Notes: \*p-value <0.05;

#### **4.4.5 Hypothesis 4 Testing – TOI as a function of JIS**

Hypothesis 4 was developed to investigate the impact of job insecurity as a DV on Turnover intention as an IV.

H4: Job Insecurity has a significant positive impact on Turnover intention.

The regression analysis of the impact of job insecurity on turnover intention showed a significant positive relationship (sig 0.030). The adjusted R2 is 0.045 which is very low, indicating a very weak model fit.

The model equation is  $TOI = 3.569 - 0.142 (JIS)$

Table 7

*Regression output of JIS (IV) and TOI (DV)*

IV	$\beta$	Case	R	R2	Adjusted R2	Std Error
JIS (sig .03)	.142	104	.213	.045	.036	1.065

Notes: \*p-value <0.05

#### ***4.4.6 Hypotheses 5, 6 and & 7 – Insignificant***

From the correlation table that was presented in section 4.3 table 3, the correlations among the variables in each of the following hypotheses were not significant.

H5: JISC as mediator of the relationship between JIS (IV) and TOI (DV)

Hypothesis H5 is not significant since one of the conditions of a mediator was not verified according to Baron and Kenny, (1986). The mediator was found to have insignificant impact of mediator on the outcome. JISC doesn't have a direct significant impact on TOI ( $r=.184$ , sig .062), and hence JISC doesn't mediate the relationship between JIS and TOI. Therefore, H5 is rejected.

H6: JIS has a significant negative impact on job JS

For Hypothesis H6, the correlation between JIS and JS is not significant ( $r=-.011$ , sig.914), which means that the impact of JIS on JS is not significant, and the Hypothesis is rejected.

H7: JISC as mediator of the relationship between JIS (IV) and JS (DV)

Consequently, since H6 was rejected, testing hypothesis H7 is not applicable anymore. The relation between the IV and the outcome is primarily not significant. H7 is rejected.

As hypothesized in this research, JISC mediates the relationship between JIS with AC. In line with previous research job insecurity was found to impact negatively affective commitment, and positively turnover intentions. While contrary to previous research, job insecurity has no significant impact on job satisfaction.

#### **4.5 Findings and Discussion**

In this research, the relationship between job insecurity and each of job insecurity climate, affective commitment, job satisfaction, and turnover intention were assessed. As hypothesized, JISC mediates the relationship between JIS with AC. In line with previous

research job insecurity was found to impact negatively affective commitment, and positively turnover intentions. While contrary to previous research, job insecurity has no significant impact on job satisfaction. Discussion of the findings will be presented and summarized in the below points:

First, the results revealed a positive relationship between job insecurity and job insecurity climate through a linear regression analysis. Individual Job insecurity was found to impact job insecurity climate. An employee who perceives high job insecurity, will perceive high job insecurity climate. This in return will impact the overall job insecurity climate perceived by employees at a certain organization, since employees share their perceptions of job insecurity and then form their perceptions of job insecurity climate. At the organizational level, the level of perceived job insecurity climate depends on the degree of agreement on it among employees. The degree to which employees agree on a certain issue at an organization was stated as the climate strength (Sora et al., 2012). The more the number of employees who feel confronting job insecurity at an organization, the more the agreement on the high level of job insecurity climate. Companies who want to lessen the levels of job insecurity climate should seek to eliminate initially its inception at the individual level. This could be translated in how the management communicates and justifies to their employees the layoff decisions at their organization.

Second, job insecurity was found to have negative significant impact on affective commitment and turnover intentions, which validated the results of previous research (Cuyper et al., 2009; Jiménez et al., 2017). Employees bond and attachment to the organization and intent to quit were negatively impacted by job insecurity, which could be very costly for the organization due to their consequences on performance and

involvement. Contrary to most of the previous research that found a negative impact of job insecurity on job satisfaction, this study found that job insecurity has no significant impact on job satisfaction in line with Witte and Näswall, (2003) and Cuyper and Witte, (2006) findings on temporary workers. Although the sample studied in this research targeted permanent workers of the private sector, however, the employees who participated in the survey were expatriates, this means they are living under temporary residence permit in Qatar. Taking this into consideration, we can argue that expatriates are prepared to counteract or to better deal with job insecurity specifically when it comes to job satisfaction. Individual job insecurity doesn't affect employees' job satisfaction. An employee may still be satisfied with his job though he feels insecure about it, in which we suggest investigating the possibility of intervention of moderating variables.

Last, Job insecurity climate was found to impact negatively affective commitment and to fully mediate the relationship between job insecurity and affective commitment. Companies who are looking to avoid losing their employees' attachments and ties to the organization should focus on controlling the job insecurity climate, the shared perceptions of employees of the climate.

## CHAPTER 5: RECOMMENDATIONS, FUTURE RESEARCH AND LIMITATIONS

### **5.1 Recommendations**

According to the information collected and the findings of this study, it is vital for organizations operating in Qatar that seek to retain its talented employees and to gain their loyalty to lessen the impact of job insecurity climate. Companies have to survey employees frequently and assess their perceptions of individual job insecurity and job insecurity climate. Individual job insecurity impacts the insecurity climate, however, keeping timely information is critical for the organization to keep control on the employees' perceptions of job insecurity level. Communication can be considered another facet of the control job insecurity perceptions, where proper communication of organizational changes to employees can avoid rumors from spreading and forming an uncertain situation which presents an environment for and vague situations. Another factors that might be of vital importance are transparency and fairness. Survivor employees shall understand the criteria in which layoffs took place and shall perceive the actions as fair.

### **5.2 Future Research**

Future research may use a larger samples in order to validate and generalize the findings of this research.

In addition it is recommended for future studies to investigate the job insecurity and job insecurity climate relationship on other job related outcomes, and also to include continuance commitment and normative commitment elements.

Testing this model by profession wise, as we strongly argue that the level of job insecurity

varies with the industry type, profession type, and task type. For instance sales job insecurity differs from accountants' job insecurity, and the way they react to job insecurity differs based on their expected level of job insecurity.

### **5.3 Limitation of the Study**

Limitation to this study can be presented in different aspects:

- Data were collected by self-reported questionnaire which possibly represents a bias.
- The response rate was considerably low 34%, where the sample size was considerably small and it can be argued that the results derived from this project cannot be generalized. The sample is not representative of the population. This can be referred to the time constraint in collecting data and to the limited resources allocated to this project.
- The survey consisted of 45 questions which is considered a little bit long, the likelihood of participants' boredom and tiredness is expected and might be reflected in their responses especially in the last sections of the survey.
- This study ignored the moderating effects of gender, age, year of experience and educational level, profession on the investigated relationships.

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## APPENDICES

### APPENDIX A Research Ethics Approval



Qatar University Institutional Review Board  
**QU-IRB**

April 22, 2018

Ms. Roula Ibrahim  
CBE Graduate Student  
Qatar University  
Tel.: 00974 33009188  
Email: [ri1512873@qu.edu.qa](mailto:ri1512873@qu.edu.qa), [rola.ibrahim@hotmail.com](mailto:rola.ibrahim@hotmail.com)

Dear Ms. Roula Ibrahim,

Sub.: Research Ethics Review Exemption / CBE Graduate Student Project  
Ref.: Project titled, "Impact of Job Insecurity on Employees' organizational commitment and turnover intention"

We would like to inform you that your application along with the supporting documents provided for the above proposal, is reviewed and having met all the requirements, has been exempted from the full ethics review.

Please note that any changes/modification or additions to the original submitted protocol should be reported to the committee to seek approval prior to continuation.

Your Research Ethics Approval No. is: **QU-IRB 930-E/18**

Kindly refer to this number in all your future correspondence pertaining to this project.

Best wishes,

*K. Alali*

Dr. Khalid Al-Ali  
Chairperson, QU-IRB



APPENDIX B Regression Output of JIS (IV) and JISC (DV)

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	JIS <sup>b</sup>	.	Enter

a. Dependent Variable: JISC

b. All requested variables entered.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.508 <sup>a</sup>	.258	.251	1.29040

a. Predictors: (Constant), JIS

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	59.155	1	59.155	35.526	.000 <sup>b</sup>
	Residual	169.844	102	1.665		
	Total	228.999	103			

a. Dependent Variable: JISC

b. Predictors: (Constant), JIS

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.473	.296		8.366	.000
	JIS	.467	.078	.508	5.960	.000

APPENDIX C Regression Output of JIS (IV) and AC (DV)

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	JIS <sup>b</sup>	.	Enter

- a. Dependent Variable: AC  
 b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.200 <sup>a</sup>	.040	.031	1.30658

- a. Predictors: (Constant), JIS  
 b. Dependent Variable: AC

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.283	1	7.283	4.266	.041 <sup>b</sup>
	Residual	174.130	102	1.707		
	Total	181.413	103			

- a. Dependent Variable: AC  
 b. Predictors: (Constant), JIS

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.280	.299		17.641	.000
	JIS	-.164	.079	-.200	-2.066	.041

- a. Dependent Variable: AC

APPENDIX D Regression Output of JIS & JISC (IV) and AC (DV)

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	JISC, JIS <sup>b</sup>	.	Enter

- a. Dependent Variable: AC  
 b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.282 <sup>a</sup>	.080	.061	1.28577

- a. Predictors: (Constant), JISC, JIS  
 b. Dependent Variable: AC

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.439	2	7.219	4.367	.015 <sup>b</sup>
	Residual	166.975	101	1.653		
	Total	181.413	103			

- a. Dependent Variable: AC  
 b. Predictors: (Constant), JISC, JIS

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.787	.382		15.133	.000
	JIS	-.068	.091	-.083	-.750	.455
	JISC	-.205	.099	-.231	-2.080	.040

- a. Dependent Variable: AC

APPENDIX E Regression Output of JIS (IV) and TOI (DV)

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.213 <sup>a</sup>	.045	.036	1.06523

a. Predictors: (Constant), JIS

b. Dependent Variable: TOI

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.569	.244		14.628	.000
	JIS	.142	.065	.213	2.197	.030

a. Dependent Variable: TOI

APPENDIX F Survey

QUESTIONNAIRE	استبيان
<p>Dear Sir/ Madam,</p> <p>This questionnaire is designed to study "The Impact of Job Insecurity on Employees' Organizational Commitment and Turnover intention in Qatar". Please note that there is no right or wrong answer.</p> <p>The questionnaire will be used to collect the primary data needed for a research study. Therefore, we seek your assistance to be as open, fair, honest as possible as you can in your responses.</p> <p>Your participation should take less than 11 minutes. Responses are voluntary and you can withdraw at any time</p> <p>The researcher assures you that no individuals will be identified from their responses and there are no requests for confidential information included in the questionnaire. The results of the analysis will be strictly used by the researcher for study purposes only.</p> <p>The questionnaire comprises Four parts:</p> <ol style="list-style-type: none"> <li>1. General information</li> <li>2. Organizational Commitment and Job Satisfaction</li> <li>3. Job Insecurity</li> <li>4. Turnover intention</li> </ol> <p>If you agree click "Yes" to continue; If not, click "No" to exit the survey&gt;Your time and effort are highly appreciated.</p> <p>For questions, you may contact the researcher at <a href="mailto:ri1512873@qu.edu.qa">ri1512873@qu.edu.qa</a></p> <p>Researcher</p>	<p>سيدي/سيدتي</p> <p>إن هذا الاستبيان مصمم لدراسة "تأثير عدم الامان الوظيفي على الالتزام الوظيفي للموظف ونية الدوران". الرجاء الملاحظة أنه ليس هناك إجابة خاطئة أو صحيحة.</p> <p>سيتم استخدام هذا الاستبيان لجمع البيانات الأولية لعمل دراسة بحثية. عليه نطلب مساعدتكم في الإجابة على الأسئلة بكل وضوح وحرية وصدق وأمانة قدر المستطاع.</p> <p>تستغرق مشاركتك في الاستبيان أقل من ١١ دقائق. المشاركة طوعية ويمكنك الانسحاب في أي وقت.</p> <p>يؤكد لكم الباحث بأنه لن يتم التعريف أو الإشارة إلى الأفراد من خلال الإجابات المقدمة ولن يكون هناك أية إجابات تستوجب السرية يتضمنها الاستبيان. سيتم استخدام نتائج التحليل من قبل الباحث لأغراض الدراسة فقط.</p> <p>يتكون الاستبيان من أقسام:</p> <ol style="list-style-type: none"> <li>١-معلومات عامة</li> <li>٢ الالتزام والرضى الوظيفي</li> <li>٣ عدم الامان الوظيفي</li> <li>٤ نية الدوران الوظيفي</li> </ol> <p>إن كنت موافقاً اختر "نعم" للمتابعة. إن لم تكن موافقاً، اختر "لا" لعدم استكمال الاستبيان.</p> <p>نشكر لك وقتك وجهدك في ملأ هذا الاستبيان في حال لديك اسئلة ارسلها للباحث على <a href="mailto:ri1512873@qu.edu.qa">ri1512873@qu.edu.qa</a></p> <p>الباحث</p>



PART ONE: GENERAL INFORMATION Please tick one box for each question:	الجزء الأول: معلومات عامة الرجاء اخذ اجابة واحدة عن كل سؤال
<b>A. Gender</b> (1) Male ( ) (2) Female ( )	أ الجنس 1- ذكر 2- انثى
<b>B. Education:</b> (1) High school ( ) (2) College degree ( ) (3) Masters or above ( )	ب المستوى التعليمي 1- ثانوي 2- جامعي 3- دراسات عليا وما فوق
<b>C. Age: (العمر)</b> (1) 18 - 25 ( ) (2) 26 - 35 ( ) (3) 36 - 46 ( ) (4) 47 - 57 ( ) (5) 58 or above ( )	ت العمر 1- من 18 الى 25 2- من 26 الى 35 3- من 36 الى 46 4- من 47 الى 57 5- 58 وما فوق
<b>D. No. of years worked in your current organization:</b> (1) One year or less ( ) (2) 2 - 7 ( ) (3) 8 - 13 ( ) (4) 14 - 19 ( ) (5) 20 years or above ( )	ث عدد السنوات التي امضيتها في المؤسسة التي تعمل لديها حاليا 1- اقل من سنة 2- من 2 الى 7 3- من 8 الى 13 4- من 14 الى 19 5- عشرين سنة وما فوق
<b>E. No. of years in work in total)</b> (1) One year or less ( ) (2) 2 - 7 ( ) (3) 8 - 13 ( ) (4) 14 - 19 ( ) (5) 20 years or above ( )	ج عتد سنوات العمل الاجمالي 1- اقل من سنة 2- من 2 الى 7 3- من 8 الى 13 4- من 14 الى 19 5- عشرين سنة وما فوق
<b>F. Job Department:</b> (1) Sales & Marketing ( ) (2) HR and Administration ( ) (3) Procurement & Logistics ( ) (4) Design and Engineering ( ) (5) Operation & Maintenance ( )	د القسم الوظيفي 1- المبيعات والتسويق 2- الموارد البشرية والادارة 3- المشتريات والخدمات اللوجستية 4- التصميم والهندسة 5- التشغيل والصيانة

<b>G. Nationality:</b> (1) Qatari National ( ) (2) Non-Qatari National ( )	ر الجنسية -1 قطري -2 غير قطري
<b>H. Company</b> (1) Local ( ) (2) Regional ( ) (3) Multinational ( )	ه الشركة هي شركة -1 محلية -2 اقليمية -3 متعددة الجنسيات
<b>I. Business Sector:</b> (1) Industrials ( ) (2) Banks and Financial Services ( ) (3) Insurance ( ) (4) Real Estate ( ) (5) Telecommunications ( ) (6) Transportation ( ) (7) Consumer Goods and Services ( )	و قطاع الأعمال -1 الصناعي -2 البنوك والخدمات المالية -3 التأمين -4 العقارات -5 الاتصالات -6 النقل -7 البضائع الاستهلاكية والخدمات

## PART TWO: Organizational Commitment and Job Satisfaction

الجزء الثاني: الالتزام الوظيفي والرضى الوظيفي

This part measures OC

Please tick one box for each question which best describes your opinion:

الرجاء الاجابة على الاسئلة التالية حيث لكل سؤال اجب من 1-7 حسب مدى موافقتك الى مدى عدم موافقتك (اجابة واحدة لكل سؤال)

Please answer the following questions	Strongly Disagree	Disagree	Somewhat disagree	Neither Agree Nor Disagree	Agree Somewhat	Agree	Strongly Agree	الرجاء الاجابة على الاسئلة التالية
	لا اوافق بشدة	لا اوافق	لا اوافق الى حد ما	لا اوافق ولا ارفض	اوافق الى حد ما	اوافق	اوافق بشدة	
	1	2	3	4	5	6	7	
1. I would be very happy to spend the rest of my career with my organization .								1. سأكون سعيداً للغاية لقضاء بقية حياتي المهنية مع المؤسسة التي اعمل لديها حالياً.
2. I really feel as if my organization 's problems are my own								2. أشعر حقاً وكأن مشاكل المؤسسة التي اعمل لديها هي ايضاً مشاكلي
3. I do not feel a strong sense of belonging to my organization								3. لا أشعر بشعور قوي بالانتماء إلى المؤسسة التي اعمل لديها

4. I do not feel emotionally attached to this organization								4. أنا لا أشعر بتعلق عاطفي بالمؤسسة التي اعمل لديها
5. I do not feel like part of the family at my organization								5. لا أشعر بأنني فرد من العائلة في المؤسسة التي اعمل لديها
6. This organization has a great deal of personal meaning for me.								6 هذه المؤسسة تعني الكثير بالنسبة لي على المستوى الشخصي.
7. Right now, staying with my organization is a matter of necessity as much as desire.								7. حالياً ، البقاء مع مؤسستي مسألة ضرورية بقدر ما هي مسألة رغبة.
8. It would be very hard for me to leave my organization right now, even if I wanted to.								8. سيكون من الصعب جداً عليّ مغادرة مؤسستي في الوقت الحالي ، حتى لو أردت ذلك.
9. Too much of my life would be disrupted if I decided to leave my organization now								9 ستتعطل الكثير من أمور حياتي إذا قررت مغادرة مؤسستي في الحال
10. I feel that I have too few options								10 أشعر بأن لدي خيارات قليلة للغاية للنظر في مغادرة هذه المؤسسة

to consider leaving this organization								
11. If I had not already put so much of myself into my organization , I might consider working elsewhere								11. لو لم أكن قد وضعت الكثير من المجهود في هذه المؤسسة ، لكنك فكرت في العمل في مكان آخر
12. One of the few negative consequences of leaving my organization would be the scarcity of available alternatives								12- من العواقب السلبية القليلة المترتبة على ترك مؤسستي هي ندرة البدائل المتاحة
13. I do not feel any obligation to remain with my current employer.								13. لا أشعر بأي التزام للبقاء مع صاحب العمل الحالي.
14. Even if it were to my advantage, I do not feel it would be right to leave my organization now.								14. حتى لو كان ذلك لمصلحتي ، فانا لا أشعر أنه من الصواب ترك مؤسستي الآن.
15. I would feel guilty if I left my								15. سأشعر بالذنب إذا تركت مؤسستي الآن.

organization now.							
16. This organization deserves my loyalty.							16. تَسْتَحِقُّ هَذِهِ الْمُنْظَمَةُ وِلَايَتِي.
17. I would not leave my organization right now because I have a sense of obligation to the people in it.							17. أَنَا لَنْ أَتْرَكَ مُؤَسَّسَتِي الْآنَ لِأَنَّ لَدَيْي شُعُورًا بِالِاتِّزَامِ تَجَاهَ الْأَشْخَاصِ الْمَوْجُودِينَ فِيهَا.
18. I owe a great deal to my organization							18. أَنَا مَدِينٌ بِالْكَثِيرِ لِلْمُؤَسَّسَةِ الَّتِي أَعْمَلُ لَدَيْهَا
19. I find real enjoyment in my job							19. أَجِدُ مَنَعَةً حَقِيقِيَّةً فِي عَمَلِي
20. I like my job better than an average person							20. أَحِبُّ عَمَلِي أَكْثَرَ مَقَارَنَةً بِالشَّخْصِ الْعَادِي
21. Most days I am enthusiastic about my job							21. مَعْظَمَ الْأَيَّامِ أَنَا مَتَّحِمِسٌ لِعَمَلِي
22. I feel fairly well satisfied with my job							22. أَشْعُرُ بِالرِّضَى إِلَى حَدٍّ مَا فِي وِظْفِيَّتِي

### PART Three: Security Climate

الجزء الثالث: جو الامان الوظيفي

#### This part measures the Job Security Climate

Please tick one box for each question which best describes your opinion:

الرجاء الاجابة على الاسئلة التالية حيث لكل سؤال اجب من 1-7 حسب مدى موافقتك الى مدى عدم موافقتك (اجابة واحدة لكل سؤال)

Please answer the below questions	Strongly Disagree	Disagree	Somehow disagree	Nor Agree Nor Disagree	Agree Somehow	Agree	Strongly Agree	الرجاء الاجابة على الاسئلة التالية
	لا اوافق بشدة	لا اوافق	لا اوافق الى حد ما	لا اوافق ولا ارفض	اوافق الى حد ما	اوافق	اوافق بشدة	
	1	2	3	4	5	6	7	
23. At my workplace there is a general feeling of anxiety over being let go.								23. في مكان عملي هناك شعور عام بالقلق من الاستغناء عنهم.
24. At my workplace there is a general feeling that someone/several people are going to lose their jobs								24. في مكان عملي هناك شعور عام بأن شخصاً / عدة أشخاص معرضون لفقدان وظائفهم
25. Many people are worried about losing their jobs at my workplace								25. يشعر الكثير من الناس بالقلق من فقدان وظائفهم في مكان عملي
26. At my workplace people often talk about whether they will be able to keep their jobs								26. في مكان عملي غالباً ما يتحدث الناس حول ما إذا كانوا قادرين على الحفاظ على وظائفهم
27. I am worried that I will have to leave my job								27. أنا قلق من أن اضطر الى ترك وظيفتي قبل أن أرتب في ذلك

before I would like to							
28. I worry about being able to keep my job.							28. أنا قلق من مدى قدرتي على الاحتفاظ بوظيفتي.
29. I am afraid I may lose my job in the near future.							29. أخشى أن أفقد وظيفتي في المستقبل القريب.

#### PART Four: Turnover Intent

الجزء الرابع : نية تغيير العمل (الدوران)

This part measures the Turnover Intent

Please tick one box for each question which best describes your opinion:

الرجاء الاجابة على الاسئلة التالية حيث لكل سؤال اجب من 1-7 ( اجابة واحدة لكل سؤال)

Please answer the below questions	Never	To no extent	Highly unlikely	Neutral	Highly likely	to a very large extent	Always	الرجاء الاجابة على الاسئلة التالية
	ناب	في لا حد	شرج غير مرجح	محايد	شرجا مرجح	في حد كبير	دائما	
	1	2	3	4	5	6	7	
30. How often do you dream about getting another job that will better suit your personal needs?								30. كم من الأحيان تحلم بالحصول على وظيفة أخرى تناسب احتياجاتك الشخصية بشكل أفضل؟



31. How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?							31 كم من الأحيان تشعر بالإحباط عندما لا تتاح لك الفرصة في العمل لتحقيق أهدافك الشخصية المتعلقة بالعمل؟
32. How often have you considered leaving your job?							32 كم مرة فكرت في ترك وظيفتك الحالية؟
33. How likely you to accept another job at the same compensation are level should it be offered to you?							33 ما مدى احتمالية قبولك لوظيفة أخرى بنفس مستوى الراتب الحالي إذا عرض عليك؟
34. To what extent is your current job satisfying your personal needs?							34 إلى أي مدى تلبى وظيفتك الحالية احتياجاتك الشخصية؟
35. How often do you look forward to another day at work?							35 كم من الأحيان تتطلع إلى يوم آخر في عملك؟