

**ORGANISATIONAL COMMITMENT AND ORGANISATIONAL CITIZENSHIP  
BEHAVIOUR: THE MEDIATING ROLE OF JOB INSECURITY AMONG  
CONTRACT EMPLOYEES AT SELECTED GAUTENG PROVINCIAL  
GOVERNMENT DEPARTMENTS**

**BY**

**MPHAHLELE MATETE**

**(11637094)**

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**SUPERVISOR: PROF. T.S. SETATI**

**CO-SUPERVISOR: DR. H. NGIRANDE**

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## ABSTRACT

The increasing dissatisfaction with poor service delivery in South Africa means that the public sector requires committed employees who feel they are part of the organisation to render quality services to the public. In recent years, as part of austerity measures to address budget deficits, government departments have utilised contract workers. However, these contract workers are susceptible to job insecurity as such, may display less organisational citizenship behaviour and commitment. For this reason, this study investigated the relationship between organisational commitment and organisational citizenship behaviour among contract workers in the Gauteng provincial government. The mediating effect of job insecurity on the relationship between organisational commitment and organisational citizenship behaviour was also investigated. Quantitative data were collected from 180 respondents through stratified random sampling using a self-administered questionnaire. The study population comprised of lower management, middle management and top management employees from selected Gauteng provincial government departments. Data was analysed through descriptive statistics, correlation and regression analysis using the IBM-Statistical Package for the Social Sciences (SPSS) Version 26. The results revealed that organisational commitment relates positively to organisational citizenship behaviour. However, this relationship cannot be explained by job insecurity. Further, the results also revealed that job insecurity is inversely related to organisational commitment. Enhancing job security is recommended for improving organisational commitment and service delivery in the public sector.

**Keywords:** Contract workers; organisational commitment; organisational citizenship behaviour; job insecurity; public sector; Gauteng provincial government departments; South Africa.

## DECLARATION

I, Matete Mphahlele, student number 11637094, declare that the present study in fulfilment of the Master of Commerce in Human Resource Management in the Department of Human Resource Management and Labour Relations at the University of Venda is being submitted for the first time. It has not been submitted previously for any qualification at this, or another, university. It is novel in design and execution, and all information sources and material utilised in this study are duly acknowledged.

Student Signature:



Name and surname: Matete Mphahlele

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## LIST OF ACRONYMS

OCB	Organisational citizenship behaviour
OC	Organisational commitment
JI	Job insecurity
IBM-SPSS	International Business Machine Statistical Package for the Social Sciences
NRF	National Research Fund

## **CHAPTER ONE: INTRODUCTION AND BACKGROUND OF THE STUDY**

### **1.1 Introduction**

This chapter outlines job insecurity and how it affects the commitment of employees in an organisation, and their subsequent organisational behaviour. Specifically, the chapter provides the study background and statement of the problem statement, study objectives, and hypotheses, as well as the importance of the study. Further to that, study delimitation, definitions of major concepts, chapter outline and summary are also presented.

### **1.2 Background of the study**

In South Africa, provincial and local government are the focal points for an efficient service delivery system to the community (Department of Public Services and Administration, 2020). The provincial government's main objective is to prioritise and stratify service delivery needs for both rural and urban communities (Department of Cooperative Governance and Traditional Affairs, 2009). Since the dawn of democracy in 1994, the provincial and local government system has resulted in increased access to a wide range of basic services such as clean water and electricity (Department of Public Services and Administration, 2020). These core operations of government departments are, however, dependent on employee performance, which in turn determines the quality of service delivery (Department of Public Services and Administration, 2020).

Contract workers play a critical part in meeting the short and long term community service delivery needs and challenges and they do so at a lower cost to the company compared to permanent employees (Breakfast, Nomarwayi, & Bradshaw, 2019). However, contract workers are likely to be job insecure due to the nature of their work (Ukwandu, 2019). Because of this, contract workers are susceptible to lower citizenship organisational behaviour and commit less to the organisation (Kai-Fu, 2013). Job insecure employees are demotivated and potentially do not offer the organisation their best (Shoss, 2017). This perhaps could partially explain the persistent calls to improve service delivery across government departments during the frequent service delivery protests (Breakfast, Nomarwayi, & Bradshaw, 2019; Ukwandu, 2019). Therefore, the relationship between job insecurity, employee commitment and citizenship behaviour must be examined among the contract workers in different government departments to understand their impact on the overall functioning of the departments.



Nationally, there are about 700 000 contract employees in South Africa (Statistics South Africa, 2020). The Gauteng provincial government consists of 14 departments and employs 178 303 employees with 30% of these employees being on contract employment (Department of Public Services and Administration, 2020). Although unemployment decreased by 6,8 percentage points in the first quarter in 2020 from 30,1% to 23,3% in the second quarter, the figures do not reflect an increased absorption in the labour market (Statistics South Africa, 2020). Also, based on the expanded definition, unemployment increased by 2.3% to 42.0% (Statistics South Africa, 2020). The trend is projected to continue due to the current harsh economic conditions in the Republic (Statistics South Africa, 2020). It is, therefore, evident, that jobs for contract workers are not secure (Breakfast, Nomarwayi, & Bradshaw, 2019). Having job insecure employees on duty might thus explain the worsening service delivery challenges in the public sector.

Job insecurity refers to the inability to endure the required permanency in a threatening work environment (Shoss, 2017). Yousoff, Mat and Zainol (2014) describe it as the awareness and fear of losing one's job. A job insecure employee is actively aware of the likely failure of continuity in a work environment (Reinardy, 2012). This includes fear of permanent job loss and attached job facets such as salary, rank and promotion opportunities (Wu, Wang, Parker, & Griffin, 2020). Furthermore, such workers are more inclined to leave the organisation for other opportunities (Raijmakers & Bam, 2010).

Employees constantly battle the thought of losing their jobs (Gurbuz & Dede, 2018). This tends to lead to them looking for employment elsewhere (McInroe & Jex, 2013). Lam, Liang, Lee and Ashford (2015) indicate that employees who feels that their jobs are safe, reciprocate by being committed and ensuring that the organisation exceed its expectations. Chinomona and Dhurup (2015) state that failure by the government departments in South Africa to deliver basic quality services to the public are due to a lack of committed employees.

Meyer and Allen (1991) described "organisational commitment" as the psychological condition that defines the connection between an individual and the organisation where an employee is a member. Literature reveals that when an organisation puts its employees on a permanent contract, the employee's organisational commitment improves with subsequent positive outcomes on customer service and service delivery in general (Hu & Zuo, 2010; Maximo & Stander, 2019). Vahidipour, Gheitani and Zarranezhad (2016) state that, when

employees commit to the organisations, their actions must be reciprocated to ensure that their jobs are safe.

Catherine and Austine (2013) state that government employees focus on their own personal business without any desire to perform their duties. Moreover, these employees believe that government work does not need commitment; and consequently, the people who depend on the government for basic needs suffer most (Catherine & Austine, 2013). To make public service delivery more efficient and deliver services is to maintain higher levels of organisational commitment in employees (Bebe & Bing, 2016). Chinomona and Dhurup (2015), found that government departments with committed employees stand to function more effectively, and offer better quality service delivery to the community. Savithri and Maharayazg-Mozhi (2018) recommend that to achieve employee organisational commitment, the organisation should continuously ensure that its employees are well taken care of and that their jobs are safe.

Organisational commitment is an important factor that is beneficial to both workers and the organisation as it enhances a sense of belonging, continuity of the job and career advancement (Azeem & Akhtar, 2014). For government departments to perform, employees should go beyond the call of duty and ensure that good service delivery is provided to all (Razzaq, Shujahat, Hussain, Nawaz, Wang, Ali, & Tehseen, 2019). Moreover, highly committed employees, exhibit increased levels of organisational citizenship behaviours (OCB). These behaviours enable workers to work collectively for the good of the organisation (Rae, Sand & Gadenne, 2015).

Saifi and Shahzad (2017) describe organisational citizenship behaviour as behaviours that are not formally recognised in terms of benefits and rewards. These behaviours include helping fellow employees, going the extra mile and displaying a positive image of the organisation to the outside world (Shim & Rohrbaugh, 2014; Willenbrock, Grohmann & Kauffeld, 2013). Even though such behaviours are not part of the formal organisation reward system, their purpose is to enhance the performance of the organisation (Mehrabi, Alemzadeh, Jadidi & Mahdevar, 2013). Moreover, workers who display organisational citizenship behaviour contribute to organisational efficiency and effectiveness (Lee, Tui & Sharif, 2016). As a result, the organisation achieves its goals and objectives (Rioux & Ilie, 2013).

Most studies on organisational citizenship behaviour paid much attention to the effects of organisational citizenship behaviour on individuals, on the behaviour of leaders, and the

performance of the organisation, but not organisational commitment (Raijmakers & Bam, 2010; Mehrabi, Alemzadeh, Jadidi & Mahdevar, 2013; Lee *et al.*, 2016; Selamat, Nordin & Fook, 2017). Malik, Saleem and Naeem (2016) conducted a study among contract employees in the telecommunication industry in Pakistan and the results revealed that, employees who demonstrate higher organisational citizenship behaviour show more organisational commitment. Similarly, a study by Afshardoust, Feizabadi, Zakizadeh and Abdolhoseyni (2013) among sports organisations, showed that employees who display organisational citizenship behaviour are more committed to the organisation.

Organisational commitment is thus predictive of organisational citizenship behaviour (Ahmed, Mohammad & Islam, 2019). However, studies on employees in textile factories (Mehrabi, Alemzadeh, Jadidi and Mahdevar, 2013) and among flight attendants (Kai-Fu, 2013) showed no relationship between the two concepts. A study by Raijmakers and Bam (2010) in a South African petro-chemical company, showed that increased job insecurity resulted in less organisational commitment. Similarly, a study conducted by Jinabhai and Taduvana (2016) among contract employees in the manufacturing sector in Zimbabwe also revealed that employees whose jobs are at risk display low organisational commitment. Also, according to Akpan (2013), employees who feel a sense of job insecurity are less likely to commit more to the organisation. Another study by Bosman and Botha (2010) among contract employees in the mining sector in North-West province showed an inverse connection between job insecurity and commitment to the organisation. However, Geldenhuys and Moshoeu (2015) found a positive relationship in a study conducted among contract workers in the health sector.

Job insecurity among contract employees leads to negative behaviours like not assisting a co-worker or not going the extra mile (Pienaar, De Beer & Smit, 2014). A study conducted by Pienaar and Masia (2011) among contract employees in the mining sector in the North-West Province showed that when employees experience job insecurity, they display low organisational citizenship behaviour. Shoss (2017) indicates that job insecurity leads to employees displaying less organisational citizenship behaviour, and this affects the performance of the organisation.

Study findings by Mogotsi, Boon and Fletcher (2011) among temporary school teachers indicated that, although organisational commitment predicts organisational citizenship behaviour, teachers experienced a feeling of job insecurity. Bohle and Alonso (2017) also attest

that an employee's feeling of job insecurity leads to negative consequences such as lower organisational citizenship behaviour and organisational commitment. Additionally, these employees do not commit or go the extra mile in ensuring that the organisation achieves its goals (Ahmed *et al.*, 2019).

### **1.3 Problem statement**

At the provincial level, government departments are responsible for rendering services such as education, health care, local natural resources and land use management, as well as the administration of roads and transport regulations (Constitution of the Republic of South Africa, 1996 - Chapter 6: Provinces). The failure to deliver these services has often resulted in civil unrests, characterised by violence and destruction of property. Poor service delivery is related to job insecure employees, who show less organisational commitment and organisational citizenship behaviour. Literature shows that contract employees experience more job insecurity in comparison to permanent workers (Akpan, 2013; Bosman & Botha, 2010; Jinabhai & Taduvana, 2016).

In the last few years, the Gauteng provincial government has relied on contract employees to lower labour costs amid crippling budget deficits. These budget deficits have forced government departments to scale down on staff by offering some of their employees early retirement options or non-renewal contracts (Department of Public Services and Administration, 2020). As such, contract employees in the department are likely to be less committed and are not prepared to go the extra mile in meeting organisational objectives (Chinomona & Dhurup, 2015; Jinabhai & Taduvana, 2016). Perhaps, this might explain partly, poor service delivery and performance of the provincial department in the Gauteng region.

Furthermore, while past studies focused on job security, organisational commitment, and citizenship behaviour individually or in relation to each other (Raijmakers & Bam, 2010; Kai-Fu, 2013; Lam, Liang, Lee & Ashford, 2015; Lee, Tui & Sharif, 2016; Selamat, Nordin & Fook, 2017; Wu, Wang, Parker & Griffin, 2020). These studies were done in different settings, for example, in the health, manufacturing, education, and mining sectors. Furthermore, none of these studies focused on the mediated role of employee job security in the public sector. Given this, it is imperative to explore how job insecurity relate employee's organisational commitment and citizenship behaviour in the Gauteng provincial government departments.

#### 1.4 Aim of the study

The main purpose of this study was to examine the relationship between organisational commitment and citizenship behaviour and determine whether this relationship is mediated by job insecurity among contract employees at selected Gauteng provincial government departments in South Africa.

#### 1.5 Research objectives

The specific study objectives are:

- To assess the relationship between organisational commitment and citizenship behaviour among contract employees at selected Gauteng provincial government departments in South Africa.
- To examine the relationship between organisational commitment and job insecurity among contract employees at selected Gauteng provincial governments departments in South Africa.
- To explore the relationship between organisational citizenship behaviour and job insecurity among contract employees at selected Gauteng provincial government departments.
- To determine whether job insecurity mediates the relationship between organisational commitment and organisational citizenship behaviour among contract employees at selected Gauteng provincial government departments in South Africa.

#### 1.6 Research hypotheses

- ***H<sub>01</sub>***: There is no significant positive relationship between organisational commitment and organisational citizenship behaviour among contract employees at selected Gauteng provincial government departments in South Africa

**Ha1:** There is a significant positive relationship between organisational commitment and organisational citizenship behaviour among contract employees at selected Gauteng provincial government departments in South Africa.

- **Ho2:** There is no positive relationship between organisational commitment and job insecurity among contract employees at selected Gauteng provincial government departments in South Africa.

**Ha2:** There is a positive relationship between organisational commitment and job insecurity among contract employees at selected Gauteng provincial government departments in South Africa.

- **Ho3:** There is no positive relationship between job insecurity and organisational citizenship behaviour among contract employees at selected Gauteng provincial government departments in South Africa.

**Ha3:** There is a positive relationship between job insecurity and organisational citizenship behaviour among contract employees at selected Gauteng provincial government departments in South Africa.

- **Ho4:** Job insecurity does not mediate the relationship between organisational commitment and organisational citizenship behaviour among contract employees at selected Gauteng provincial government departments in South Africa.

**Ha4:** Job insecurity mediates the relationship between organisational commitment and organisational citizenship behaviour among contract employees at selected Gauteng provincial government departments in South Africa.

### **1.7 Significance of the study**

The study examined the relationship between job insecurity, organisational commitment and citizenship behaviour amongst contract workers at selected Gauteng provincial government departments. Organisational commitment is vital and it would be worthy to find out what makes employees commit to the organisation. The study findings enhance the Gauteng provincial

government management's knowledge about organisational commitment and citizenship behaviour as well as job insecurity. The study may also influence human resource policies and provide government departments more insights on how job insecurity is relate to organisational commitment and organisational citizenship behaviour. Moreover, the study adds to new knowledge about the relationship that exists between organisational commitment, organisational citizenship behaviour and job insecurity.

### **1.8 Delimitation of the study**

The study was delimited to the Gauteng provincial government departments in South Africa. Although studies of the similar nature where conducted, the studies were conducted in different settings such as mining, manufacturing, health and education, and some of the studies were conducted outside South Africa. Additionally, Gauteng provincial government has relied on contract employees to lower labours costs amid crippling budget deficits (Department of Public Services and Administration, 2020).

### **1.9 Definition of key terms**

- Organisational commitment is the psychological status that defines the relationship between the organisation and the employees (Mehrabian *et al.*, 2013).
- Organisational citizenship behaviour refers to self-motivated behaviours by the employees that exceed the required standards of the organisation (Guh, Lin, Fan & Yang, 2013).
- Yousoff, Mat and Zainol (2014) defined job insecurity as the perception and fear of one losing his/her job.
- A contract employee is an individual retained by an organisation for a specific time (Dowling & Welch, 2004).
- Gauteng provincial government is a government sphere that is responsible for social services such as health, education and social development within the Gauteng province (Department of Public Service and Administration, 2020).

### **1.10 Chapter outline**

Chapter 1: The chapter presents the overview of the study, background, statement of the problem, study aim and specific objectives, research hypotheses, significance as well as study delimitation.

Chapter 2: Chapter two reviews past literature on organisational commitment, organisational citizenship behaviour, job insecurity and relationship among the concepts. It also focuses on the theoretical framework of the study.

Chapter 3: The chapter outlines the methodological aspect and techniques followed in the current study. It includes the research design, research approach, study population, sample and sampling procedure, data collection and analysis methods, research procedure, pilot study, and ethical consideration.

Chapter 4: The chapter describes the analysis of the data collected and discusses the findings in relation to the analysis.

Chapter 5: This chapter gives the summary and conclusions on the findings of the study. It also outlines the implications, study limitations, and recommendations for future studies.

### **1.11 Chapter summary**

The main purpose of the study was to investigate the relationship between organisational commitment, organisational citizenship behaviour and job insecurity among contract employees in Gauteng provincial government departments, and whether job insecurity influences this relationship. In this chapter, the background of the study was discussed and the way in which previous researchers viewed the variables involved in the study was also highlighted. Knowledge gaps were also identified and the research objectives were formulated. The research hypotheses were also stated. The layout of the chapters was outlined as well.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

The previous chapter focused on the introduction of the study variables and background of the study. This chapter explores the theoretical and empirical literature on organisational



commitment and its facets, and factors influencing employee organisational commitment. The chapter also explores the definition of organisational citizenship behaviour and its dimensions. Job insecurity and its facets are also discussed. It further outlines how organisational commitment, organisational citizenship behaviour and job insecurity relate. A conceptual framework among the three variables was also be given.

## **2.2 Theoretical framework**

Social exchange and game theory guided and formed part of the theoretical framework used in the study. These two theories are discussed separately below.

### **2.2.1 Social exchange theory**

The theory of social exchange focuses on a societal mental standpoint that describes social change as a process involving constant negotiations as people interact (Chinonoma & Dhurup, 2015). The theory states that employees commit and stay with an organisation to obtain benefits that emanate from their contribution to the organisation, and the employment relationship involves socio-economic exchange (Homans, 1961; Kouadio, & Emery, 2018). Chun-Yang (2012) states that social exchange theory is initiated by organisations when they treat their employees as valuable assets and are prepared to care for their individual needs. Employees are likely to display increased organisational citizenship behaviour when they have increased levels of organisational commitment (Organ, 1988). Moreover, this happens when they feel that their jobs are safe (Organ, 1988). Similarly, if organisations value employees' contribution to it, employees will become committed in return (Chi-Cheng *et al.*, 2011).

In social exchange theory, when employees feel supported within the organisations, their appreciation is expressed as commitment to the organisation, and an engagement in organisational citizenship behaviours (Lam, Liang, Lee & Ashford, 2015). However, employees are likely to leave their organisations or start showing negative behaviours such as not going the extra mile or not assisting a co-worker if they feel that their jobs are not safe (Slack, Corlett & Morrie, 2015). With job security, on the other hand, engage in desirable behaviours such as going the extra mile and staying with the organisation for a longer period (Organ, 1988). As a result, an organisation provide benefits to employees in the form of economic rewards or social benefits (Chinonoma & Dhurup, 2015).

This theory argues that one's behaviour is a product of a social exchange process (Jepsen & Rodwell, 2015). This implies that employees' commitment to the organisations is likely to increase if there are favourable exchanges or rewards. Lawler (2001) states that if an employee perceives the exchange as fair, he/she may decide to commit to the organisation and exhibit organisational citizenship behaviour. Therefore, employees develop organisational commitment and organisational citizenship behaviour because of satisfaction with the benefits that the organisation offers (Jepsen & Rodwell, 2015). Moreover, employees' commitment to the organisation may manifest due to benefits anticipated in the future. As such, an employee may decide to stay with the organisation to accumulate these benefits (Chinonoma & Dhurup, 2015).

### 2.2.2 Game theory

Game theory is a study of the ways in which interrelating choices of people produce results based on the preferences or utilities of those involved (Jacobs, 2020). It occurs where the envisaged results might have been intended by one of the agents. The theory assumes that employees are rational in their decision-making (Tian, Gao, Su, Qiu, Du, & Guizani, 2019). Thus, each employee can rank on a specified scale, the subjective welfare or benefit he/she derives from rendering services or labour to the organisation. Preferences or utilities denotes a measure of subjective psychological fulfilment by an employee for the efforts or labour supplied (Tian *et al.*, 2019). A game is a situation in which an employee acts to maximise his benefits or utility by anticipating (consciously or implicitly) the responses to his/her actions from the organisation or managers.

In this study, it was assumed that workers are expected to be committed and display citizenship behaviour given that their jobs are secure. This theory postulates that an employee with job security is thought to be more inclined to commit to the goals of the organisation and go the extra mile with anticipation that his/her job is protected (Nwogugu, 2020). Thus, contract employees with less job security and who do not see themselves as part of the organisation in the foreseeable future will not put more effort into meeting organisational goals. Due to a lack of psychological fulfilment and certainty about their jobs, contract employees may leave the organisation to join those they think can meet their preference or utilities as it relates to the service they are offering (Slack, Corlett & Morrie, 2015). Therefore, according to this theory, job secure employee's development organisational commitment and citizenship behaviour

based on reciprocal benefits offered by the organisation (Jepsen & Rodwell, 2015). Organisational commitment and citizenship behaviour is determined by the benefits the employees anticipate to receive and thus, they will stay with the organisation (Chinonoma & Dhurup, 2015).

## **2.3 Theoretical literature review**

This section discusses the variables involved in the study, namely, organisational commitment, and organisational citizenship behaviour and job insecurity. It further discusses the dimensions and facets of each variable.

### **2.3.1 The concept of organisational commitment**

For over three decades, organisational commitment has been a topical discussion in organisational studies looking at the determinants of the relations, behaviours and performance of employees in the workplace (Mehrabi, Alemzadeh, Jadidi, & Mahdevar, 2013). Elements such as antecedents, correlations and consequences have been widely studied. Organisational commitment predicts facets like an employee's job satisfaction, organisational citizenship behaviour and employee job performance (Salman, Pourmehdi & Hamidi, 2014). Furthermore, it is an important concept in management that assists in solving the complexity of organisational problems in all sectors (Ibrahim & Aslinda, 2013).

Organisational commitment is important for both individuals and the organisation. For the organisation, committed employees are less likely to leave (Simo, Enache, Sallan & Fernandez, 2014; Xerri & Brunetto, 2013). Moreover, these employees provide higher-quality performance when compared to those who are less committed (Ahmed *et al.*, 2019). Organisational commitment is, thus, an asset to the organisation (Mathew & Zacharias, 2017) that lowers staff turnover (Mehrabi *et al.*, 2013) and bonds individuals with the organisation (Felfe & Yan, 2009). It is one of the affective factors in employees' occupational behaviours and the kind of attitude and affective condition that shows the level of tendency and need as well as the obligation to remain in the job in an organisation (Hasani, Boroujerdi, & Sheikhemaeili, 2013). Moreover, it enhances and contributes to the success of the organisation (Ahmed *et al.*, 2019).

Similarly, organisational commitment is the employees' feeling of attachment to their organisation that is characterised by shared values, a need to remain with the organisation (Rae, Sand & Gadenne, 2015). Consequently, employees remain with the company because of their commitment to their work. Naiemah, Aris, Karim, Samah, Sa'aban and Suhuna (2017) reported that employees with high levels of commitment are a bonus to the organisation. They ensure that the organisation achieves its goals effectively and efficiently.

In addition, workers who feel high levels of commitment to the organisation, display good intentions towards their duties and they also increase their efforts to improve the organisation's overall performance. Furthermore, they are happier to continue with the organisation and are regular at work (Felfe & Yan, 2009). Moreover, these employees feel that they belong to the organisation and have a strong connection to serve the organisation (Naiemah *et al.*, 2017). Trivellas and Santouridis (2016) state that, committed employees have increased productivity and they identify the values and goals of the organisation. Similarly, Williams, Rayner and Allinson, (2012) state that employees tend to be attracted to an organisation with which they share similar values and preferences.

Furthermore, employees become productive and deliver improved quality services (Trivellas & Santouridis, 2016). Similarly, people work in organisations to use their sets of skills and knowledge through goal congruency (Rae *et al.*, 2015). Mathew and Zacharias (2017) postulated that employee commitment to the organisation is motivated by opportunities that the organisation offers its employees such as conducting important and challenging work, as well as building new skills. Moreover, these committed employees are not susceptible to leaving the organisation than those who are not committed (Yousef, 2017).

The commitment of employees to an organisation is grounded on the challenging tasks that are offered by the organisation to its employees; and interacting with interesting people and acquiring new skills that enable them to perform their tasks effectively (Mathew & Zacharias, 2017). Azeem and Akhtar (2014) pointed out that most organisations pay more attention to developing commitment among employees to make them more productive. Moreover, for organisations to survive and flourish in a volatile environment, they must cultivate commitment among their employees (Williams *et al.*, 2012).

#### 2.3.1.1 Model of organisational commitment

The organisational commitment model is comprised of three facets, namely, affective; continuance; and normative (Meyer & Allen, 1991; Ndlovu, Ngirande & Setati, 2017). Meyer and Allen (1991) suggest that the three dimensions of employee organisational commitment can be experienced by every employee in different psychological states. These dimensions are explored below.

#### 2.3.1.1.1 Affective commitment

Affective commitment is an employee's expressive feeling like a part of, and identification with, and contribution to the organisation (Simo *et al.*, 2012). It is determined through the organisational belief, and an employee accepts the purpose and the values of the organisation (Mehrabian *et al.*, 2013). According to Chun-Yang (2012), workers displaying increased levels of affective commitment have strong beliefs in organisational values and they tend to work harder to achieve organisational goals. Lejonberg and Christophersen (2015) add that affective commitment is related to positive outcomes like improved employee performance and organisational citizenship behaviour.

Employees who display more affective commitment have lesser chances of leaving the organisation, are less absent, less stressed and show increased overall performance (Lejonberg & Christophersen, 2015; Xiong, Lin & Wang, 2016). Highly effective committed employees easily identify with and are attached to their organisation (Xiong *et al.*, 2016). Moreover, they have a strong psychological attachment to their organisation and they are prone to exhibit organisational citizenship behaviour than employees with low affective commitment (Gill, Meyer, Lee, Shin & Yoon, 2011). In addition, these employees engage in behaviours that benefit the organisation (Chun-Yang, 2012).

#### 2.3.1.1.2 Continuance commitment

Continuance commitment is about the perceived cost that comes as a result of leaving one's organisation. It also describes an employee's inclination to do more or less what is required to keep the job (Gill *et al.*, 2011). The cost of leaving an organisation includes difficulties in getting a new job and economic investments (Taing, Granger, Groff, Jackson & Johnson, 2010). Felfe and Yan (2009) reported that employees who exhibit less continuance commitment develop negative attitudes, and start to display undesirable behaviour. On the

contrary, employees with strong continuance commitment show higher levels of organisational citizenship behaviour mainly because of the absence of another alternative (Rae *et al.*, 2015).

It is reported that continuance commitment consists of two components, namely continuance-sacrifices and continuance-alternative (Landry, Panaccio & Vandenberghe, 2010). Continuance alternative relates to mindsets that direct attention towards the appraisal of threats associated with leaving or staying as behavioural options, while continuance sacrifice involves employees staying with the organisation because they could not find alternatives elsewhere (Vandenberghe, Panaccio & Khalil, 2011). These employees do what needs to be done to ensure that their jobs are secure (Gill *et al.*, 2009).

#### 2.3.1.1.3 Normative commitment

Normative commitment relates to an employee's feeling of obligation to continue being a member of an organisation (Simo *et al.*, 2014). It is the extent to which a person is emotionally attached to an organisation by internalisation of its objectives, values and vision (González & Guille'n, 2008). Normative commitment is affected by the cultural and family sociability of an individual that occur before entering the organisation (Mehrabi *et al.*, 2013). People with high normative commitment have a sense of obligation to stay with the organisation mainly due to common goals, norms and shared values. Also, with senior management telling them to do so, they are more likely to engage in flexible behaviours (Felfe & Yan, 2009).

Felfe and Yan (2009) further point out that employees with greater normative commitment may feel guilty if they leave their organisation, and they may even reject better alternatives just so they could stay with the organisation. Normative commitment differs from other components in that, it is not psychological, but it reflects a moral duty (González & Guille'n, 2008). Employees with normative commitment feel that they should stay with the organisation, hoping that the organisations will recognise their loyalty by ensuring that their jobs are secure.

#### 2.3.1.2 Factors influencing organisational commitment

Employee organisational commitment is critical in achieving the goals of the organisation (Mohamad, Cha, Ramlan & Azmi, 2014). It is the reason why most organisations continuously attempt to improve employee workplace conditions so that they can retain a committed and productivity workforce (Ajayi, 2017). However, maintaining highly committed employees is a

challenge due to several factors that influence employee organisational commitment. Moreover, the fact that these factors affect individual employees differently poses another challenge for practitioners and managers. Demographic characters such as age, gender, ethnicity, marital status, qualification and how long an employee has worked for the organisation are some of the key factors that play a significant role (Meyer, Stanley, Herscovith & Topolnytsky, 2002).

#### 2.3.1.2.1 Age

An employee's age impacts the level to which they commit to the organisation. Ajayi (2017) reported that new entrants in the labours market or younger employees display more commitment compared to older employees. This is mainly due to the motivation to start their careers and cope with changes as compared to older employees. Meyer and Allen (1997) state that younger employee's exhibit higher organisational commitment due to limited opportunities in the job market and less experience. However, numerous studies show that older employees exhibit more organisational commitment than younger employees. This is mainly due to the ability of younger employees to get better opportunities elsewhere (Affum-Osei, Acquaaah & Acheampong, 2015; Khan, Khan, Khan, Nawaz & Yar, 2013).

#### 2.3.1.2.2 Gender

Gender influences the level of organisational commitment. A study by Affum-Osei, Acquaaah and Acheampong (2015) in the banking sector revealed that males displayed more levels of commitment to the organisation than females. Kumasey, Delle and Ofei (2014) concurs, and argues further that men are more committed than women, particularly in organisations with a masculine orientation. In support, Aydin, Sarier and Uysal (2014) reported that this could be due to female employees being subjected to high levels of discrimination, or prioritising mother duties over work tasks, resulting in them staying away from the workplace often.

#### 2.3.1.2.3 Tenure

The number of years worked by an employee has an overwhelming influence on commitment (Affum-Osei, Acquaaah & Acheampong, 2015). Igbal (2011) states that employees with long term service have heightened levels of responsibilities for organisational outcomes hence commit more to the organisation. A study by Angelis, Conti, Cooper and Gill (2012) reported



that the number of service years is directly and significantly related to organisational commitment. Results of a study conducted by Trivellas and Santouridis (2016) revealed that although organisations renew contract employees' annually, these employees believe that the organisations will eventually put them on permanent positions, taking into considerations the numbers of years the employees has been with the organisation.

#### 2.3.1.2.4 Marital status

Tikare (2016) states that married employees have more family responsibilities and therefore require stable and secure jobs. A study conducted by Abdul Azees (2013) among female nurses indicated that married employees showed a higher level of commitment as compared to those who are not married. Hazarika (2013) also corroborate that married employees exhibit higher levels of commitment due to their greater financial burdens and family responsibilities. Another study conducted by Salami (2008) among industrial employees also revealed that an employee's marital status is a significant predictor of organisational commitment.

#### 2.3.1.2.5 Qualifications

Avci and Erdem (2017) found a significant relationship between education level and organisational commitment. Salami (2008) added that employees with higher educational qualifications occupy senior positions resulting in more responsibilities that require increased levels of organisational commitment. On the contrary, Al-Kahtani (2012) and Igba (2011), found that level of education negatively relates to organisational commitment. The scholars argued that highly educated employees have high expectations which the organisation might fail to meet. Furthermore, Affum-Osei, Acquaaah and Acheampong (2015), add that more educated people may show less commitment due to the availability of other employment opportunities elsewhere.

#### 2.3.2 The concept of organisational citizenship behaviour

Organisational citizenship behaviour has emerged as a topic of debate among scholars and practitioners (Saifi & Shahzad, 2017). The notion of organisational citizenship behaviour was introduced by Organ in 1977 (Ibrahim & Aslinda, 2013). Organisational citizenship behaviour is targeted towards co-workers, the organisation, managers and customers (Ozduran & Tanova, 2017). Organisational citizenship behaviour is important in solving complex organisational



problems in both the public and private sector (Devece, Marques & Alguacil, 2015). It influences employee organisational commitment and facilitates social and emotional context that supports improved job performance in the organisation (Chun-Yang, 2012). Furthermore, its predictors comprise employee morale such as employee satisfaction and commitment, personality, perception of fairness and leader behaviours (Chang, Johnson & Yang, 2007).

Ibrahim and Aslinda (2013) described organisational citizenship behaviour as optional and voluntary. It is not part of the employees' job description and the formal reward system of the organisation. The fact that it is discretionary means that the behaviour is not mandatory but voluntary, and it is not specified in the contract of the employee (Sharma & Jain, 2014). Examples of organisational citizenship behaviour include assisting co-workers and portraying a positive image of the organisation to the external environment (Willenbrock, Grohmann, & Kauffeld, 2013). It focuses on the employee's self-directed and self-influenced behaviours, that promote the success of the organisation, and these behaviours encourage the effective functioning of the organisation (Mahembe, Engelbrecht, Chimyamurindi & Kandekande, 2015).

Organisational citizenship behaviours are self-motivated acts by employees and that exceed the required standards of the organisation (Guh, Lin, Fan & Yang, 2013). These behaviours are important for the effective and well-organized running of the organisation and its success (Felfe & Yan, 2009). In addition, they assist in the enhancement and overall performance of the organisation (Kai-Fu, 2013). Hasani *et al.* (2013) indicate that organisational success depends on employees who act beyond their duties and roles. Chun-Yang (2012) also states that employees who exhibit increased organisational citizenship behaviour willingly and actively involve themselves in the organisation than those with low organisational citizenship behaviour.

Furthermore, employees with citizenship behaviour display selfless behaviours and good relational relationships with co-workers (Bebe & Bing, 2016). Also, these employees are eager to commit more to the organisation (Chun-Yang, 2012). Organisational citizenship behaviours are not only meant to benefit the organisation, but also multiple rewards for individuals as they receive favourable performance evaluations and rewards (Chang *et al.*, 2007). Moreover, these employees reflect their satisfaction with the organisation's work environment as a way of

rewarding their organisation and, in return, they become more committed to it (Saifi & Shahzad, 2017).

Hasani *et al.* (2012) indicated that the prosperity of an organisation depends largely on the commitment of its employees who act beyond the call of their duties and roles. These efforts are crucial for the smooth functioning of an organisation (Felfe & Young, 2009). Organisational citizenship behaviour is a crucial facet in enhancing the company's productivity and assisting it to achieve its objectives (Ahmed *et al.*, 2019). Highly committed employees and with increased organisational citizenship behaviour tend to make decisions that are valuable to the organisation and fellow employees at a personal cost (Xerri & Brunetto, 2013). Examples include helping others to solve their problems at work, working overtime and taking their time to come up with transformational solutions to problems that they experience in the workplace (Xerri & Brunetto, 2013).

Furthermore, Malik, Saleem and Naeem (2016) stated that employees who exhibit organisational citizenship behaviour make the organisation successful because of its strong negative relation with counter work behaviour. Similarly, organisational citizenship behaviour promotes commitment among employees and better use of scarce resources within the organisation (Ozduran & Tanova, 2017). Moreover, employees who participate in organisational citizenship behaviour contribute to the department's efficiency and effectiveness and are more committed to the organisation (Lee, Tui & Sharif, 2016).

### 2.3.2.1 Dimensions of organisational citizenship behaviour

Organ (1988) found five facets of organisational citizenship behaviour. These are altruism, conscientiousness, courtesy, civic virtue and sportsmanship. The dimensions are discussed below.

#### 2.3.2.1.1 Altruism

Altruism refers to behaviours that express willingness to help a new co-worker performs their work (Argentero, Cortese & Ferretti, 2008). This includes assisting new employees or those that are finding it difficult to operate work equipment and to complete their tasks (Ozduran & Tanova, 2017). This behaviour assists in increasing the organisation's performance and

effectiveness (Kamil, Sulaiman, Gani & Ahmad, 2014). Furthermore, it motivates employees to assist other employees and to be committed to the organisation (Chi-Cheng, Meng-Chen & Meng-Shan, 2011). Altruism behaviour is also associated with the concern for the welfare of others. In other words, it is the satisfaction drawn from helping others and feelings of responsibility for providing towards the welfare of others (Emmerik, Jawahar & Stone, 2005).

#### 2.3.2.1.2 Conscientiousness

Conscientiousness refers to efforts by workers to do things the right way for the benefit of the organisation (Selamat, Nordin & Fook, 2017). This includes following the policies of the organisation even when no one is watching (Ozduran & Tanova, 2017). Employees engaging in conscientiousness reflect their satisfaction through the organisation's work environment and are very committed as a way of rewarding their organisation (Saifi & Shahzad, 2017). Moreover, these employees pay attention to detail, maintain predictable work schedules, and increase the reliability of the service being provided (Shanker, 2017).

#### 2.3.2.1.3 Courtesy

Courtesy constitutes the employee's behaviour to prevent work-related problems (Selamat *et al.*, 2017). It involves keeping others informed of the decisions that are likely to affect them (Schake & Dumler, 2009). Courtesy behaviours include briefings, as well as convey information and reminders (Ozduran & Tanova, 2017). It also includes action which clearly shows the need to establish relations characterised by kindness and teamwork (Argentero *et al.*, 2008). Shim and Rohrbaugh (2014) pointed out that, employees who engage in courtesy behaviour are more respectful and considerate of other employees.

#### 2.3.2.1.4 Civic Virtue

Civic virtue is the behaviour that indicates the will to enthusiastically participate in the organisation's activities (Selamat *et al.*, 2017). This includes demonstrating feelings, attending to emails, going to meetings and staying informed about the larger issues concerning the organisation (Omar, Zainal, Omar & Khairudin, 2009). Employees with civic virtue exhibit

strong emotional commitments and are driven by ethical obligations and proxy-social relationships (Bebe & Bing, 2016). Employees engaging in civic virtue behaviour are more dedicated to the job and perform their duties effectively (Lee *et al.*, 2016).

#### 2.3.2.1.5 Sportsmanship

Sportsmanship refers to employees' level of tolerance when faced with an unsatisfactory work environment (Selamat, Nordin & Fook, 2017). This behaviour reveals the nature of employees where they are willing to endure inconvenience and getting the job done with fewer complaints (Shanker, 2017). It increases time spent on organisational endeavours and employees reduce the time whining and complaining (Sharma & Jain, 2014). Employees who engage in sportsmanship behaviour display a positive attitude even though they face difficulties and a distressful work environment, and they are loyal to the organisation (Ozduran & Tanova, 2017).

#### 2.3.3 The concept of job insecurity

Job insecurity has attracted increasing attention over the past few years (Bosman & Botha, 2010; Dachapalli & Parumasur, 2012; Jinabhai & Taduvana, 2016; Karapinar, Camgöz & Ekmekci, 2019; Setati, 2014). Raijmakers and Bam (2010) reported that job insecurity relates to real or perceived threats to one's occupation and related worries. Pienaar and Prinsloo (2018) described job insecurity as a multifaceted notion with undesirable effects at an individual, organisational and social levels. According to Geldenhuys and Moshoue (2015), job insecurity is hinged on the idea of job loss and it also applies in situations where the organisation is undergoing structural changes. Bosman and Botha (2010) revealed that job insecurity has a negative relationship with organisational commitment and is shown by, individual performance, undesirable behaviours, feeling of worry and anxiety caused by the threat of losing one's job.

Setati (2014) classified job insecurity into two facets namely, mental and psychological. Cognitive job insecurity is individual in nature and it relates to the future of the employee's occupation and career. On the other hand, affective job insecurity is the worry of an individual worker about the future of their job (Raijmakers & Bam, 2010). Jinabhai and Taduvana (2016) state that, affective job insecurity is concerned with the psychological parts of the experience of a job loss. On the contrary, cognitive job insecurity focuses on the perceived likelihood of one losing his/her employment (Stander & Matla, 2014).

Dachapalli and Parumasur (2012) highlighted that job insecurity is differentiated into two forms, namely, quantitative job insecurity and qualitative job insecurity. Quantitative job insecurity is concerned about losing the job itself. It occurs when individuals are not sure whether they will keep their jobs or face unemployment (Geldenhuis & Moshoeu, 2015). Qualitative job insecurity is related to losing significant benefits of the job such as opportunities to further one's career, worsening working conditions and decreasing salary developments (Stander & Matla, 2014). Pienaar and Kalanko (2010) state that qualitative job insecurity can affect an individual's commitment to the organisation, career advancement opportunities and undesirable behaviour.

Jinabhai and Taduvana (2016) add that job insecurity is based on objective and subjective phenomena, where objective job insecurity is concerned with activities that threaten employee jobs. Martinez, De Cuyper and De Witte (2010) state that contract employees display fear of losing their jobs when organisations downsize or restructure which leads to them being less committed to the organisational goals. Subjective job insecurity is concerned with the perception of the risk of loss to the present job. Subjective job insecurity is based on one's perceptions that are influenced by economic, social, organisational and individual attributes (Piccoli, De Witte & Pasini, 2011). This implies that contract employees worry or fear about their jobs which might lead to lower levels of organisational commitment and organisational citizenship behaviour (Setati, 2014).

### 2.3.3.1 Dimensions of job insecurity

The job insecurity constructs were developed guided by the job insecurity theoretical model (Greenhalgh & Rosenblatt, 1984). Later, the model was strengthened by Ashford, Lee and Borko (1989). It shows that the feeling of job insecurity exists as the extent to which an employee perceives job threats, and feels helpless to avoid or reduce the perceived impact (Greenhalgh & Rosenblat, 2010). The dimensions are briefly discussed below.

#### 2.3.3.1.1 Severity of the threat to the job

Ritcher (2011) defined the severity of the job as the degree to which the perceived threat is to the stability of the job situation. Greenhalgh and Rosenblat (2010) state that the threat might affect various job features such as salary, work and promotional opportunities within the organisation. Lam, Liang, Lee and Ashford (2015) attest that when there is a feeling of a job

threat, the feeling of job insecurity increases. The severity of the job threat results in undesirable behaviours that negatively affect the employee's job in totality (Dachapalli & Parumasur, 2012).

#### 2.3.3.1.2 Perceived powerlessness

Perceived powerlessness involves the workers' comparative helplessness to take charge and manage the perceived job threats (Geldenhys & Moshoeu, 2015). Lam, Liang, Lee and Ashford (2015) contend that even though workers normally encounter job threats, those with the power to decisively respond to the threats will not experience job insecurity in comparison to those who cannot act. Moreover, Karapinar, Camgöz and Ekmekci (2019) agree that employees who can successfully resist the perceived job threats experience less or no feeling of job insecurity.

#### 2.3.3.2 Factors influencing job insecurity

Job insecurity arises from an interface between those characteristics in the environment and of the individual that influence how one interprets other environmental factors (Sverke, Hellgren & Naswall, 2006). These factors are briefly discussed below.

##### 2.3.3.2.1 Age

Age poses a threat of job loss (Sverke, Hellgren & Naswall 2006). These researchers further state that employees in their 30s and 40s are highly susceptible to job insecurity due to family responsibilities such as raising children. Nevertheless, studies report that senior employees are more likely to be job insecure in comparison to younger employees as it is likely to be more difficult for them to secure new employment (Jinabhai & Taduvana, 2016; Piccoli, Callea, Urbini, Chirumbolo, Ingusci & Witte, 2017; Yeves, Bargsted, Cortes, Merino & Cavada, 2019).

##### 2.3.3.2.2 Gender

Sverke, Hellgren and Naswall (2006) add that males tend to be more job insecure compared to women. This could be due to men being required to be breadwinners of their families and are more vulnerable to losing their jobs (Okurame, 2014). However, earlier, De Witte (1999) argued that a woman who is the breadwinner is similarly expected to experience higher levels of job insecurity compared to men who do not have similar responsibilities.

#### 2.3.3.2.3 Tenure

Tenure is the time spent by an employee working for the same organisation (Jinabhai & Taduvana, 2016). Jinabhai and Taduvana (2016) state that contract employees with a long-term service contracts are more vulnerable to losing their jobs due to not not being permanent with the organisation should the organisation downsize. However, Vosko, McDonald and Campbell (2018) argue that those with longer-term service contracts are likely to encounter lower levels of job insecurity due to their long term service contracts.

In support, Tilakdharee, Ramidial and Parumasur (2010) conducted a study among construction employees and the results showed that employees with long term service report the lowest levels of job insecurity. Geldenhuys and Moshoue (2015) add that this means the first employees to be targeted for retrenchment are workers with shorter service delivery, and this includes employees who are on contract employment. Moreover, these employees are exposed more to losing their jobs due to skills shortage and other capabilities that enable them to do their work (Jinabhai & Taduvana, 2016).

#### 2.3.3.2.4 Educational background

Jinabhai and Taduvana (2016) state that the level of education increases the ability of employees to face challenges in the job market. Highly qualified workers tend to have lower job insecurity in comparison to those with a low level of education. Thus, higher levels of education give employees higher readiness and control over future employment opportunities (Mathebula, Mukuka, Aigbavboa & Thwala, 2015). Employees with a lower level of education and skills rely on their current jobs for survival as they have fewer options for alternative employment which make the threat of unemployment more severe (Batool & Batool, 2012).

#### 2.3.3.2.5 Employment type

The type of employment contract also influences the experience of job insecurity. Batool and Batool (2012) confirmed that employees who are permanently employed are less job insecure. This is because they feel a sense of belonging and being an integral part of the organisation unlike those employed on contract. Okurame (2014) suggests that employees who are on contract employment may be the first to leave the organisation should the organisation decide to downsize. Mathebula, Mukuka, Aigbavboa and Thwala (2015) state that these employees



may be less committed and tend to experience job insecurity due to limited employment duration.

### 2.3.3.3. Consequences of job insecurity

The feeling of job insecurity impacts workers in several ways and is regarded as a work stressor in the literature. According to Geldenhys and Moshoeu (2015) job insecurity experience is related to employees' negative reactions and it affects both the employees and the organisational well-being. Van Wyk and Piennar (2008) differentiated two types of job insecurity consequences, namely, individual consequences and organisational consequences. These consequences are briefly discussed below.

#### 2.3.3.3.1 Individual consequence of job insecurity

Job insecurity results in several consequences that are unfavourable to the employees (Jinabhai & Taduvana, 2016). These consequences are briefly discussed below.

- *Physical health*

Karadecka (2010) states that a higher level of employee job insecurity results in poor physical health. Workers who are more concerned about their jobs might experience stress due to challenges associated with unemployment (Jinabhai & Taduvana, 2016). Setati (2014) adds that job insecurity is the leading source of anxiety, and it is associated with employee complaints, sickness, poor well-being, bad job attitudes and unwanted employee organisational behaviours. Martinez, Cuyper and De Witte (2010) also indicate that job insecurity is associated with illnesses such as social dysfunction, depression and sleep disorders. Overall, job insecurity negatively impacts employees' well-being (Jinabhai & Taduvana, 2016).

- *Psychological health*

Job insecurity is one of the common work stressors for employees on contract employment (Martinez, Cuyper & De Witte, 2010). Yussof, Mat and Zainol (2014) posited that feeling uncertain about one's job has severe outcomes for an individual as it affects their economic and social aspects of life. Jinabhai and Taduvana (2016) indicate that a lack of clarity about one's future employment has adverse effects on the psychological well-being of an individual. Menéndez-Espina, Liosa Agulló-Tomás and Rodríguez-Suárez (2018) as well as Menéndez-



Espina *et al.*, (2019) point out that heightened feeling of being job insecure result in higher levels of mental strain and poor psychological health. This points out that the existence of job insecurity has dire consequences for employee's mental well-being and this affect also their commitment to the task at hand.

- *Burnout*

Burnout is a multi-faceted and continuous stress response owing to multiple efforts to control several stressful situations (Tilakdharee, Ramidial & Parumasur, 2010). Numerous studies revealed that job insecurity is inversely relate to employee commitment (Bellotto & Piccoli, 2015; Ismail, 2015; Tilakdharee, Ramidial & Parumasur, 2010). Thus, when job insecurity increases, employee commitment is likely to be significantly reduced resulting in poor individual performance and that of the organisation. Aybas, Elmas and Dundar (2015) reported that when employees feel job insecure, they feel that their economic, social, and personal parts of their lives are at risk. This has dire consequences to the level of commitment by employees in general. Thus, employees in contract employment in the public sector tend to show lower commitment which negatively impacts the service delivery (Karadecka, 2010).

#### 2.3.3.3.2 Organisational consequences of job insecurity

The consequences of job insecurity on the organisation include job satisfaction, organisational commitment and job performance. The job insecurity consequences are briefly discussed next.

- *Job satisfaction*

Job satisfaction is defined as the psychological state that results from the valuation or appraisal of one's job (Moshoeu & Geldenhuys, 2015). Numerous studies suggest that job insecurity is related to reduced job satisfaction (Fatima, Noraishah, Nasir & Khairuddin, 2012; Jinabhai & Taduvana, 2016; Riesel, Probst, Chia, Maloles & Koning, 2012). Job satisfaction determines job insecurity in a way that employees who consider their jobs to be safe exhibit increased job satisfaction compared to an employee who experiences high levels of job insecurity (Artz & Kaya, 2014).

- *Organisational commitment*

Babalola (2012), as well as Moshoeu and Geldenhuys (2015), affirm that job insecurity lowers organisational commitment amongst employees. Employees that feel valued and cared for by their organisation are more committed to their jobs (Ye, Cardon & Rivera, 2012). However, when they feel stressed and ill-health related to job insecurity, they reciprocate by decreasing their commitment to the organisation or by leaving the organisation (Mullins, 2010). In support, Setati (2014) states that a high level of job satisfaction reduces job insecurity and creates a positive working environment.

- *Job performance*

Employee job performance is vital to an organisation as it impacts the success of the organisation (Nart & Batur, 2017). Wang, Lu and Siu (2014) highlight that when employees are experiencing a sense of job insecurity, they tend to perform well to increase their chances of retaining their employment. On the contrary, Staufenbiel and Konig (2010) argue that when employees feel job insecure, they reduce their performance since they feel their needs are not well taken care of and do not see a future with the current employer. Correspondingly, a study conducted by Chen and Kao (2012) found that job insecurity negatively impacts job performance.

## **2.4 Empirical literature review: The relationship between study variables**

This section focuses on the relationship between organisational commitment, organisational citizenship behaviour and job insecurity.

### **2.4.1 Organisational commitment and organisational citizenship behaviour**

Employees with high organisational commitment display positive attitudes in their jobs and potentially improve their performance for the organisation (Felfe & Yan, 2009). A study by Ahmed *et al.*, (2019), in the banking sector, unveiled that organisational commitment predicts organisational citizenship behaviour. Similarly, a study by Mogotsi, Boon and Fletcher (2011) among teachers in Botswana, support that organisational commitment is positively related to organisational citizenship behaviour. However, Kai-Fu (2013), among flight attendants, revealed that continuance commitment is not correlated to organisational citizenship behaviour.

Guh *et al.* (2013) state that these employees are more willing to devote their time, skills and effort to the organisation. Moreover, they commit to the organisation and have a strong connection to serve that organisation more (Naiemah *et al.*, 2017). Xerri and Brunetto (2013) revealed that affectively committed employees are more focused on the organisation's well-being and tend to support the vision and objectives of the organisation including display organisational citizenship behaviours. Moreover, they give superior performances as compared to those who are less committed (Ahmed *et al.*, 2019).

#### 2.4.2. Organisational commitment and job insecurity

Babalola (2013) found that job insecurity is related to job loss and emotional strain which further leads to the low organisational commitment of employees. Similarly, a study conducted by Jinabhai and Taduvana (2016) indicates that employees whose jobs are at risk display low organisational commitment. Van Zyl, Van Eeden and Rothman (2013) attest that job insecurity is a stressor in the workplace as it is associated with uncertainty. Moreover, employees who feel a sense of job insecurity show less commitment to the organisation (Akpan, 2013).

Scholarly literature studies affirm that when employees experience an uncertainty about their work, become less committed to the organisation (Anita, 2013; Hu & Zuo, 2010; Jinabhai & Taduvana, 2016;). However, Geldenhys and Moshoeu (2015) show that sometimes when employees experience job insecurity, they tend to increase their performance to lower the possibility of them losing their jobs. Moreover, they have an increased likelihood of engaging in extra-role behaviours like being innovative (Babalola, 2013).

#### 2.4.3. Organisational citizenship behaviour and job insecurity

Organisational citizenship behaviour is known as extra-role behaviours which are not stipulated in the employment contract (Gurbuz & Dede, 2018). Bohle and Alonso (2017) state that an employee's feeling of job insecurity leads to negative results such as lower organisational citizenship behaviour. However, McInroe and Jex (2013) argue that some employees react to job insecurity by exhibiting desirable behaviours to prove their loyalty to the organisation. A study by Kang, Gold and Kim (2012) revealed a negative relationship between organisational citizenship behaviour and job insecurity.

Lam, Liang, Lee and Ashford (2015) state that employees with job security engage in desirable behaviours and tend to go an extra mile beyond their job description to benefit the organisation as compared to those who experience a feeling of job insecurity. Consequently, employees commit more to the goals of the organisation (Geldenhuis & Moshoeu, 2011). A study conducted by Gurbuz and Dede (2018) among teachers in public and private schools revealed that, although job insecurity relates negatively to organisational citizenship behaviour, some teachers were committed to their jobs in an attempt not lose them.

#### 2.4.4. Organisational commitment, organisational citizenship behaviour and job insecurity

Gurbuz and Dede (2018) state that when employees experience insecurity about their jobs, they tend to be uncertain whether they will retain or lose their jobs which makes them less committed to the organisation. Furthermore, they exhibit undesirable behaviours, which lead to them looking for employment elsewhere (McInroe & Jex, 2013).

Martinez, Cuyper and De Witte (2010) indicate that job insecurity leads to employees displaying less organisational citizenship behaviour. In turn, this affects their organisational commitment. A study by Afshardoust, Feizabadi, Zakizadeh and Abdolhoseyni (2013) among employees in a sports organisation, revealed that, although a relationship exists between organisational commitment and organisational citizenship behaviour, job insecurity does not affect the relationship. Moreover, these employees do not experience the feeling of job insecurity (Ahmed *et al.*, 2019). Thus, employees go the extra mile to ensure that the organisation achieves its objectives.

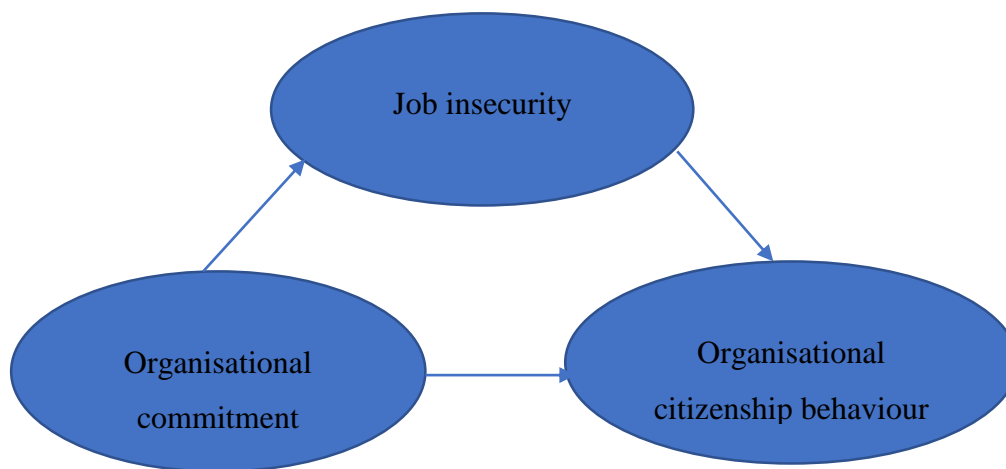
A study by Mogotsi *et al.* (2011) among temporary schoolteachers showed that, although organisational commitment significantly predicts organisational citizenship behaviour, the teachers experienced a feeling of job insecurity. Similarly, Ahmed *et al.* (2019) show that organisational commitment is predictive of organisational citizenship behaviour among contract workers in the banking sector. However, studies by Mehrabi *et al.* (2013) in the textile industry and by Kai-Fu (2013) among flight attendants, suggest no relationship between organisational commitment and citizenship behaviour.

Raijmakers and Bam (2010) in a study on a South African petro-chemical company, revealed that workers who experience high levels of job insecurity showed less commitment to the organisation. In addition, Pienaar, De Beer and Smit (2014) state that, job insecurity among

contract employees leads to negative behaviours such as not helping a co-worker or not going the extra mile. Another study conducted by Pienaar and Masia (2011) among contract employees in the mining sector in the North-West Province discovered that when workers experience job insecurity, they display low organisational commitment, which furthermore results in them exhibiting undesirable behaviours of not going beyond the call of duty.

## 2.5 Conceptual framework

Figure 2.1 shows the study conceptual framework. The figure shows the relationship between organisational commitment, organisational citizenship behaviour and job insecurity.



**Figure 2.1**

*The mediating role of job insecurity on the relationship between organisational commitment and organisational citizenship behaviour.*

## 2.6 Chapter summary

This chapter outlined the literature relevant to organisational commitment, organisational citizenship behaviour. Furthermore, dimensions of each variable, factors influencing them and outcomes of job insecurity were discussed. The chapter also explored the relationships among the variables and the theory related to the variables. The following chapter focuses on the methodology employed in this study.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

The preceding chapter gave a comprehensive discussion of past scholarly literature with a view of identifying gaps and building the theoretical underpinnings for this study. This chapter discusses the study methodology used to arrive at scientific conclusions about the studied phenomenon. It highlights the research design, population, sampling and sampling procedures. It also focuses on methods of data collection used and how the data collection tools were administered. Furthermore, it also discusses the way data was collected and analysed.

### **3.2 Research design**

Blumberg, Cooper and Schindler (2011) described a study design as the principal plan used in data collection and analysis. Du-Plooy-Cilliers, Davis and Bezeidenhout (2017) also defined research design as a set of techniques and measures used in collecting and analysing data for the specified variables in the study. Du-Plooy-Cilliers *et al.*, (2017) identified three types of survey designs. These are cross-sectional, before-and-after and longitudinal survey designs.

The study employed a cross-sectional study design to collect data at a given point in time to provide a depiction of how these concepts relate to each other among contract employees in the Gauteng provincial government departments. This design collects data to make inferences about the studied population at a given time (Du-Plooy-Cilliers *et al.*, 2014). It also involves using diverse groups of individuals that have different areas of interest but share common attributes such as educational background, ethnicity and socioeconomic status (Creswell & Plano, 2011).

### **3.3 Research approach**

The research approach describes the strategy and the research plan that comprises the steps taken to complete data collection, analysis and interpretation and includes the assumptions made (Creswell & Creswell, 2018). This study employed quantitative research approach. Quantitative research approach entails the collection of numerical data and relies on measurement to explore and analyse different variables (Bless, Higson-Smith & Sithole, 2013). According to Struwing and Stead (2013), the primary role of quantitative research design is to test an idea or theory around the relationship between two or more variable. This method also allows the researcher to try establish casual relationships between construct and variables (Morgan, 2014).

The quantitative research approach is considered suitable in this study as it allows the collection of data from many respondents in a short period using questionnaires (Cohen, Manion & Morrison, 2018). As such, this method was considered suitable for the current study as a larger sample is key in providing a more complete understanding of the studied problem which in turn enables the generalisation of the results to a wider population.

### **3.4 Population of the study**

Population refers to the total set of objects or people that the study focuses on (Cohen, *et al.*, 2018). In total, (N=300) were targeted contract employees in the Gauteng provincial government selected from three Departments (Office of the Premier (79), Department of Human Settlement (101) and Department of Health (120), Department of Public Services and Administration (2020). These departments were selected because they are the ones with the most contract employees and are closer to each other in terms of distance as compared to other departments which have fewer contract employees and are far apart from each other. Furthermore, this saved the researcher's time when data was collected. The population consisted of all top management, middle management and lower management.

### **3.5 Sample and sampling procedure**

For this study, the researcher employed probability sampling. Specifically, a stratified random sampling technique was used in this study. The study population was subdivided into clusters called strata of senior management, middle management and lower management contract employees in the selected departments. The stratified random sampling method was used as it allows each group to be represented in the study and reduces sampling bias (Creswell & Creswell, 2018).

To determine the sample size, an Online Rao soft sample calculator software was used. The calculation is based on a 0.05 level of precision, with a 5% margin of error. It is also assumed in this calculation that 50% of the respondents will return the survey questionnaire. As a result, a minimum recommended sample size of 169 respondents was found. However, 200 questionnaires were sent out to ensure a maximum response rate and 180 questionnaires were returned, giving a response rate of 90%.

### **3.6 Data collection method**

A survey questionnaire was used to collect data from the respondents. According to Du-Plooy-Cilliers *et al.*, (2017), a questionnaire is a statistical survey that comprises multiple-choice questions used to understand the problem at hand. A questionnaire allowed data from many respondents to be included in the study (Jinabhai & Taduvana, 2017). Also, a self-administered questionnaire is cheaper and quicker to use (Cohen *et al.*, 2018).

#### **3.6.1 Measuring instruments**



The questionnaire comprised of four sections. Section A consisted of the demographic characteristics of the respondent, such as the respondent's age, sex, and race and work experience. Section B focused on the organisational commitment aspects that reflect the level of the employee's commitment. Section C focused on job insecurity and section D focused on employee organisational citizenship behaviour.

The *Organisational Commitment Scale* (OCQ), proposed by Allen and Meyer (1991), was used to assess the organisational commitment of employees from the different departments. It is an 18-item instrument developed to measure different dimensions of employee organisational commitment. The items are scored on a five-point Likert scale ranging from strongly agree (1) to strongly disagree (5). Items include the following examples: affective commitment, "I really feel as if this organisation's problems are mine", continuance commitment, "Too much of my life will be disrupted if I leave my organisation", and normative commitment, "The organisation deserves my loyalty".

In a study conducted by Yousef (2017), among local government employees in the United Arab Emirates, the reliability test of the instrument was assessed through Cronbach's alpha coefficient. The subscales ranged from 0.72 for normative commitment, 0.91 for continuance commitment, and 0.94 for affective commitment. In a study conducted by Ahmed *et al.*, (2019) in the banking sector in Pakistan, the Cronbach's alpha for overall employee organisational commitment was found to be 0.83. Furthermore, another study conducted by Manetje and Martins (2017) in South Africa among motor manufacturing organisations showed an overall Cronbach's alpha of 0.76. This is regarded as good (Pallant, 2020).

The *Organisational Citizenship Behaviour Scale* (OCBQ) proposed by Podsakoff, Mackenzie, Moorman and Fetter (1990) was utilised in assessing the citizenship behaviour of employees in different departments. It is a 24-item instrument. It uses a seven-point Likert scale that ranges from strongly disagree (1) to strongly agree (7). It includes items such as; altruism, "I help others who have heavy workload", courtesy, "I do not abuse the rights of others", civic virtue, "I tend to make a mountain out of molehills", conscientious, "I am one of the most conscientious employees".

In the South African context, Velen (2017) conducted a study from different organisations in the service sector in the Western Cape Province. The reliability of the instrument (OCBQ) was measured through the Cronbach's alpha coefficient in which the subscales ranged from 0.79

for altruism, 0.70 for courtesy, 0.76 for civic virtue, 0.70 for conscientious and 0.79 for sportsmanship. Also, Cronbach's alpha for overall employee organisational citizenship behaviour produced a score of 0.89 in a study conducted by Altunışık and Ozturk (2018) in the private sector among human resources professionals in Pakistan.

The *Job Insecurity Scale* (JIQ) proposed by (De Witte, 1999) was used to assess employee job insecurity. It is an 11-item instrument developed to measure cognitive and affective facets of job insecurity. The items are scored on a five-point Likert scale. In this instrument, the scale ranges from 1 (strongly disagree) to 5 (strongly agree). Items include the following examples: cognitive job insecurity, "I think that I will continue working here" and affective job insecurity, "I feel uncertain about the future of my job".

In a study conducted by Pienaar and Prinsloo (2018) among employees in the retail banking sector in South Africa, the internal consistency of items in the instrument (JIQ) was measured through the Cronbach's alpha coefficient in which the subscales ranged from 0.90 for cognitive job insecurity and 0.85 for affective job insecurity. The overall Cronbach's alpha for job insecurity in a study by De Witte and Buitendach (2016) among maintenance employees in a parastatal in Gauteng province was 0.84.

### **3.7 Research procedure**

Before data collection, a request was made by the researcher to the management of selected departments for authorisation to undertake the study. Also, the aim and objectives of the study were explained and how it was likely to contribute to job performance improvement of contract employees through organisational citizenship behaviour.

Once permission had been granted, questionnaires were circulated to the respondents by the researcher and participants were made aware that taking part in the research was voluntary. Those who took part in the study were informed of the confidentiality of data acquired and that it is only used for research purposes and locked up in a secured place. Respondents were given 10 days to complete the questionnaires and, thereafter, they were collected by the researcher.

### **3.8 Pilot study**

Jinabhai and Taduvana (2017) describe a pilot study as the assessment of the validity and applicability of the data collection instrument on a small sample taken from the targeted study population. It is designed to note amendments and adjustments needed before conducting the actual study (Lapan & Quartaroli, 2012). Previous studies suggested that a pilot study sample should be 10% of the projected sample or be between 10-30 respondents (Deschamps, Hall, Grocott, Mazer, Choi & Turgeon, 2016; Youn & Hsu, 2017).

Therefore, a pilot study was conducted by randomly selecting 17 respondents representing 10% of the projected minimum sample size of the study. The selected respondents in the pilot study did not form part of the target respondents who participated in the actual study. Questions that were cited as abstruse were rephrased. The overall purpose of conducting the pilot study in this study was to correct the identified questions that were cited as problematic.

### **3.9 Data analysis**

To analyse data, IBM-SPSS (Statistical Package for Social Sciences) Version 26 was utilised. Descriptive statistics were used to determine employees' level of organisational commitment, organisational citizenship behaviour and job insecurity as it is important in summarizing and interpreting the results of quantitative research. A correlation analysis using Pearson's Product Moment was used to evaluate the relationship between organisational commitment, organisational citizenship behaviour and job insecurity.

Regression analysis was carried out using Process Version 3 by Hayes (2013) to investigate whether job insecurity mediates the relationship between organisational commitment and organisational citizenship behaviour. Prior to conducting regression analysis, the researcher first tested whether there was a relationship between the independent variable (organisational commitment) and the dependent variable (organisational citizenship behaviour). Secondly, the researcher tested for relationship between the independent variable (organisational commitment) and the mediator variable (job insecurity). Thirdly, the researcher tested for a relationship between the mediator variable (job insecurity) and the dependent variable (organisational citizenship behaviour). Lastly, hierarchical multiple regression was utilised to assess whether job insecurity mediates the relationship between an employee's level of organisational commitment and citizenship behaviour.

### **3.10 Ethical considerations**

Before commissioning the study, a request was made by the researcher to obtain an ethical clearance certificate from the University of Venda's Research Ethics committee. Bell (2010) defines ethics as the procedures, code of conduct and techniques. It includes issues such as dishonesty relating to surveys, violation of privacy, safety, and confidentiality. Bhattacharjee (2012) also described ethics as conformance to the values and behaviours of a given profession or group. In the present study, the following ethical considerations are adhered to.

### 3.10.1 Informed consent and voluntary

The researcher requested consent from the respondents before completion of the questionnaire and a brief explanation of the study purpose, including related benefits, risks, and significance, was given. Respondents were also informed that participation is voluntary. As such, they are free to withdraw from the study at any time without giving reasons why.

### 3.10.2 Anonymity and confidentiality

The identity of the participants was also kept in confidence and anonymous. To ensure this, the respondents' names were not recorded only codes were used to identify the questionnaire. The researcher also ensured that respondents are not harmed during the process of collecting data. Furthermore, the information gathered was kept confidential by asking for a secured place within each government department where the questionnaires were deposited by the respondents before collection by the researcher.

Furthermore, the study followed the rules and ethical considerations as propounded by the University of Venda Research Research Ethics Committee. The researcher also ensured that her position as a researcher was not used to influence the responses of the participants. Moreover, the researcher also ensured the respondents are not exposed to any harm.

## 3.11 Chapter summary

The study design, study population and sampling procedures were outlined. The study population consisted of workers from Gauteng provincial government departments (lower management, middle management and top management). Methods used to collect data, in the study and how the questionnaires were administered were also reported on. Furthermore, the investigator outlined the ethical considerations followed in the study. The next chapter focuses on presentation and interpretation of the results.

## **CHAPTER FOUR: PRESENTATION AND INTERPRETATION OF RESULTS**

### **4.1 Introduction**

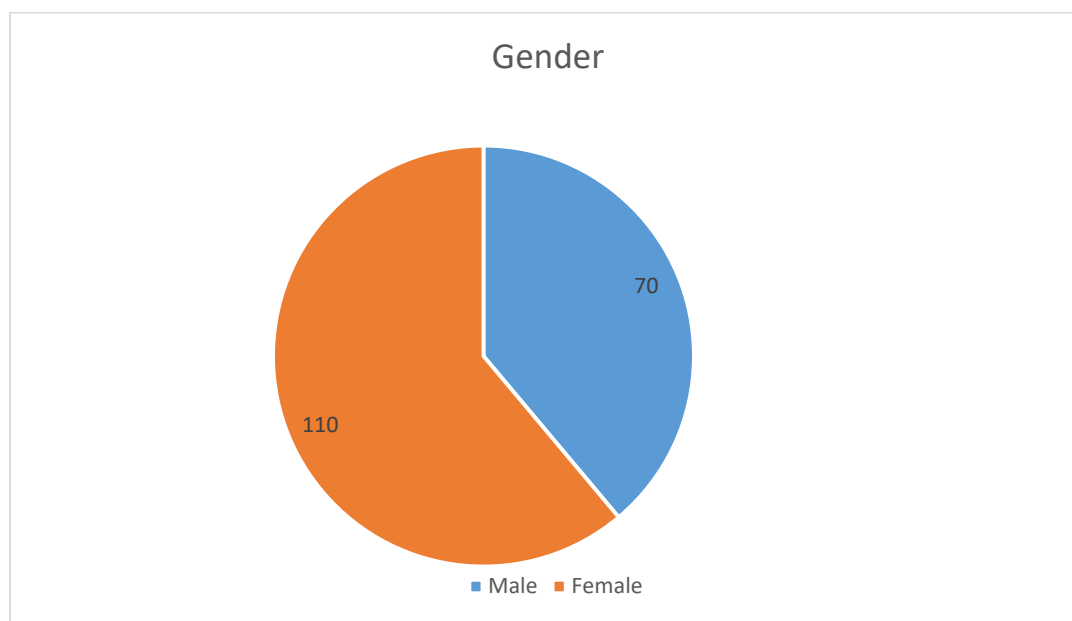
The preceding chapter outlined, in detail, the study methodology. This chapter focuses on the presentation and interpretation of results. Precisely, demographic properties of the study population, item analysis and exploratory factor analysis. Interpretation of descriptive statistics, a person's correlations analysis and multiple regression results are also presented. Tables and graphs were also used in the presentation of results.

### **4.2 Demographic properties of the sample**

Demographic statistics summaries a summary of the demographic properties of the respondents. The studied demographic properties are; gender, age, race, academic qualification, experience and category of employment.

#### **4.2.1 Gender**

The findings illustrated in Figure 4.1 show that 70 (38.9%) of the respondents were males, while females were 110 (61.1%), indicating that most of the respondents were females.



**Figure 4.1**

*Participants characteristics: Gender*

#### 4.2.2 Age category

The study findings in Table 4.1 show that most of the participants were 41 years and above 68 (37.8%), followed by 31-35 years 39 (21.6%), and 26-30 years 32 (17.8%) respectively. Results further show that those who were in the age category of 36-40 years were 31 (17.2%) and the least number of respondents were those aged 21-25 years 10 (5.6%).

**Table 4.1**

*Age category*

Category	Frequency	Percentage (%)
20-25 years	10	5.6%
26-30 years	32	17.8%
31-35 years	39	21.6%
36-40 years	31	17.2%
41 and above years	68	37.8%

#### 4.2.3 Race

Most of the respondents were black 155 (86.1%), followed by coloured with 11 (6.1%) respondents. Results further show that 9 (5.6%) were Indian, while 5 (2.2%) were white (Table 4.2).

**Table 4.2**

*Race*

<b>Category</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Black	155	86.1%
Coloured	11	6.1%
Indian	9	5.6%
White	5	2.2%

#### 4.2.4 Highest Academic qualification

Results show that most of the respondents had Bachelor's degree/B-Tech 46 (25.6%) and Honours degree 46 (25.6%) as their highest qualification respectively, followed by those with Diploma 42 (23.3%), those with Masters degree 21 (11.1%). The results further show that respondents with Matric were 12 (6.7), and higher certificate were 12 (6.7%) respectively (Table 4.3). Only one respondent 1 (1.0%) had a PhD qualification.

**Table 4.3**

*Highest academic qualification*

<b>Category</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Matric	12	6.7%
Certificate	12	6.7%
Diploma	42	23.3%
Bachelor's degree/B-tech	46	25.6%

Honours degree	46	25.6%
Master's degree	21	11.1%
PhD	1	1.0%

#### 4.2.5 Level of employment

Results show that 114 (62.8%) of the participants are in the lower management position, while 41 (22.8%) are in the middle management position, while 25 (14.4) are in the top management position (Table 4.4). This shows that most respondents occupy lower management positions.

**Table 4.4**

*Level of employment*

Category	Frequency	Percentage (%)
Lower Management	114	62.8
Middle Management	41	22.8
Top Management	25	14.4

#### 4.2.6 Years of experience

Figure 4.2 show that 76 (42.2%) of the respondents has been with the Gauteng provincial government for 2 to 5 years, followed by those who have been with the government for 6 to 10 years 48 (26.7%). The results further show that 29 (16.1%) has been working for the government for a period of 11 to 20 years, 16 (8.9%) for 20 years and above while only 11 (6.1%) respondents have been working in the government for less than a year.





**Figure 4.2**

*Years of working experience*

### 4.3. Item analysis

Item analysis results for each scale and subscale are presented in this section. It was conducted to check the internal consistency of the measurement scales. Accepted Cronbach's alpha range from 0.70 and above as recommended by Pallant (2020).

#### 4.3.1 Organisational commitment scale

The organisational commitment scale had 18 items measuring three facets dimensions of commitment (affective, normative and continuance commitment). Item analysis was performed on the three subscales separately, then on the overall scale.

##### 4.3.1.1 Affective commitment subscale

The affective commitment subscale had six items. It initially obtained a poor Cronbach's alpha of 0.505. However, the results in the item total statistics table showed that removing item C5 improves the alpha score. Therefore, a decision was made to remove item C5 and the new Cronbach's alpha of the scale became 0.801 (Table 4.5).

**Table 4.5**

*The reliability analysis of the affective commitment subscale*

<b>Cronbach's alpha</b>	<b>Cronbach's alpha score</b>			<b>N of Items</b>	
.505	.562			6	
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's alpha if Item Deleted
Items					
C1	11.01	3.562	.412	.309	.368
C2	11.96	4.858	.623	.651	.278
C3	12.21	5.221	.656	.773	.304
C4	12.21	5.041	.731	.790	.270
C5	9.77	10.447	-.712	.719	.801
C6	12.17	5.211	.504	.774	.343

#### 4.3.1.2 Continuance commitment

The continuance commitment subscale had six items. Cronbach's alpha score of 0.815 was obtained indicating good reliability. All the items in the subscale had good values of above 0.30, hence all items were used in the analysis (Table 4.6).

**Table 4.6**

*The reliability analysis of the continuance commitment subscale*

<b>Cronbach's alpha</b>	<b>Cronbach's alpha score</b>			<b>N of Items</b>	
.815	.851			6	

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's alpha if Item Deleted
C7	21.32	6.363	.618	.462	.807
C8	20.66	7.678	.611	.533	.779
C9	20.29	8.497	.773	.643	.756
C10	20.25	8.781	.651	.550	.776
C11	20.10	9.431	.637	.682	.788
C12	20.16	9.521	.451	.568	.810

#### 4.1.3. Normative commitment

The normative commitment subscale had 6 items. It obtained a poor Cronbach's alpha of 0.592. However, the results in the item total statistics table showed that removing item C13 would improve Cronbach's alpha score. Therefore, a decision was made to remove item C13 and the new Cronbach's alpha of the scale became 0.916 (Table 4.7).

**Table 4.7**

*The reliability analysis of the normative commitment subscale*

Cronbach's alpha	Cronbach's alpha score	N of Items
.592	.661	6

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's alpha if Item Deleted
C13	16.18	25.555	-.815	.815	.916
C14	16.04	9.870	.554	.830	.426
C15	16.02	8.542	.842	.802	.262
C16	15.39	10.798	.847	.835	.367
C17	15.90	9.733	.728	.579	.351
C18	15.42	10.636	.833	.817	.362

#### 4.3.2. Organisational citizenship behaviour

The organisational citizenship behaviour scale had 24 items measuring five facets of organisational citizenship behaviour. Specifically, altruism, civic virtue, courtesy, sportsmanship and conscientiousness. Item analysis was performed on the five facets separately, then on the overall scale.

##### 4.3.2.1. Altruism

The altruism subscale had five items. It obtained a very good Cronbach alpha of 0.807. All items in the subscale had good values of above 0.30 as shown in Table 4.8. Hence, all items were used for the analysis.

**Table 4.8**

*The reliability analysis of the altruism subscale*

Cronbach's alpha	Cronbach's alpha score	N of Items
.807	.848	5

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's alpha if Item Deleted
B1	21.04	23.982	.558	.517	.796
B2	21.04	22.864	.594	.886	.783
B3	22.34	14.115	.764	.934	.718
B4	21.07	22.704	.566	.898	.786
B5	22.42	14.233	.741	.934	.729

#### 4.3.2.2. Civic virtue

The civic virtue subscale had five items. It obtained an excellent Cronbach's alpha of 0.908. All items in the subscale had good values of above 0.30 in the corrected item-total correlation column as shown in Table 4.9, hence all items were retained for the analysis.

**Table 4.9**

*The reliability analysis of the civic virtue subscale*

Cronbach's alpha	Cronbach's alpha score	N of Items
------------------	------------------------	------------

			.911		5
Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's alpha if Item Deleted
B6	24.11	6.452	.707	.603	.904
B7	24.04	6.825	.789	.644	.884
B8	24.08	6.401	.786	.642	.884
B9	24.04	6.657	.846	.759	.873
B10	24.06	6.835	.738	.661	.894

#### 4.3.2.3. Courtesy

Courtesy subscale had four items. It obtained a very good Cronbach's alpha of 0.882 and all items in the subscale had good values of above 0.30 as shown in Table 4.10, hence they were all retained for further analysis.

**Table 4.10**

*The reliability analysis of the courtesy subscale*

	Cronbach's alpha	Cronbach's alpha Score		N of Items	
	.882		.894		4
Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's alpha if Item Deleted
B11	15.53	12.329	.742	.736	.865
B12	15.99	8.145	.881	.932	.795
B13	16.00	8.369	.846	.918	.812
B14	15.58	12.647	.635	.618	.891

#### 4.3.2.4. Sportsmanship

The sportsmanship subscale had five items. It obtained a very good Cronbach's alpha of 0.867 and all items in the subscale had good values of above 0.30 as shown in Table 4.11 below, hence they were all used for further analysis.

**Table 4.11**

*The reliability analysis of the sportsmanship subscale*

Cronbach's alpha	Cronbach's alpha score			N of Items	
.867	.893			5	
Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's alpha if Item Deleted
B15	6.57	7.900	.468	.292	.925
B16	6.82	8.285	.769	.654	.822
B17	6.83	8.311	.844	.876	.810
B18	6.81	7.953	.822	.856	.808
B19	6.79	8.276	.722	.654	.832

#### 4.3.2.5. Conscientiousness

Conscientiousness is the last dimension of organisational citizenship behaviour and the subscale had five items. It obtained a very good Cronbach's alpha of 0.820 and all items in the subscale had good values of above 0.30 as shown in Table 4.12, hence they were all usable for further analysis.

**Table 4.12**

*The reliability analysis of the conscientiousness subscale*

<b>Cronbach's alpha</b>	<b>Cronbach's alpha score</b>		<b>N of Items</b>		
.820	.848		5		
Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's alpha if Item Deleted
B20	21.38	15.664	.390	.562	.845
B21	21.20	15.780	.674	.633	.787
B22	22.36	10.592	.770	.967	.736
B23	22.39	10.442	.799	.965	.723
B24	21.09	16.374	.669	.485	.796

#### 4.3.3. Job Insecurity

Two rounds of item analysis were carried out for the job insecurity scale. In the first round, it obtained a Cronbach's alpha of 0.73. As shown in the item total statistics in table 13, items J1, J2, J3 and J4 had corrected item-total correlation values below 0.30 and the removal of these items would increase the reliability of the scale. Therefore, a decision was made to exclude them from further analysis.

**Table 4.13**



*The reliability analysis of the job insecurity scale 1<sup>st</sup> round*

<b>Cronbach's alpha Based on</b>					
<b>Cronbach's alpha</b>	<b>Standardized Items</b>			<b>No of Items</b>	
.737				11	
			Corrected Item-	Squared	Cronbach's
	Scale Mean if	Scale Variance	Total	Multiple	alpha if Item
	Item Deleted	if Item Deleted	Correlation	Correlation	Deleted
J1	37.70	14.759	.146	.720	.756
J2	37.75	14.054	.294	.748	.732
J3	37.88	14.472	.295	.806	.729
J4	37.82	14.441	.267	.761	.734
J5	35.94	13.539	.347	.508	.725
J6	35.82	14.117	.408	.862	.716
J7	35.83	13.808	.534	.856	.702
J8	35.78	13.813	.523	.941	.703
J9	36.47	12.832	.533	.908	.695

After the removal of the four items, further analysis of items was carried out again on the job insecurity scale for the second time and it got a satisfactory Cronbach's alpha of 0.87. The remaining seven items had good values of above 0.30 in the corrected item-total correlations as recommended by Pallant (2020), hence they were retained for further analysis (Table 4.14).

**Table 4.14**

*The reliability analysis of the job insecurity scale 2<sup>nd</sup> round*

Cronbach's alpha based on						
Cronbach's alpha		Standardized items			No of Items	
.874		.895			7	
Corrected Item-Squared						
Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Total Variance if Item Deleted	Multiple Correlation	Corrected Item-Squared	Cronbach's alpha if Item Deleted
J5	25.78	9.322	.531	.430	.879	
J6	25.66	9.423	.779	.833	.841	
J7	25.67	9.520	.828	.855	.838	
J8	25.62	9.465	.831	.937	.837	
J9	26.31	9.668	.513	.907	.878	
J10	25.63	9.665	.818	.887	.840	
J11	26.33	9.732	.503	.906	.879	

#### 4.3.4. Summary of reliability analysis for the overall scales

After conducting item analysis of the subscales, internal consistency analysis was also assessed to check the Cronbach alpha of the overall scales, only using the retained items. The results are summarised in Table 4.15. From the organisational commitment scale, a total of 16 items were found valid as measures. The reliability results for the retained 16 items organisational commitment scale was 0.931. A total of 24 items were retained for further analysis under the organisational citizenship behaviour scale and these items attained a satisfactory Cronbach alpha of 0.898. From the job insecurity scale, only seven items were retained for use in the analysis and the overall scale attained a Cronbach alpha of 0.874.

**Table 4.15**

*Cronbach's alphas for the overall scales*

Scale	Number of items retained	Cronbach's alpha score	Level of reliability
OC	16	.931	Excellent
OCB	24	.898	Good
Job insecurity	7	.874	Good

Note: OC= Organisational commitment; OCB = Organisational citizenship behaviour

#### 4.4 Exploratory Factor Analysis (EFA)

Results obtained from EFA are presented in this section. The objective of carrying out EFA was to check the dimensionality of the scales and subscales used in the current study. To perform EFA, principal component analysis with the application of the varimax rotation method was utilised. Only items with factor loading values above 0.50 were retained for further analysis (Tabbchnick & Fidell, 2014).

##### 4.4.1. Exploratory factor analysis of the organisational commitment scale.

Exploratory factor analysis was performed on each of the subscales of the questionnaire separately. The subscales are affective, continuance and normative commitment. The key objective was to check if these subscales of the organisational commitment questionnaire were indeed uni-dimensional.

##### 4.4.1.1. The dimensionality analysis of the affective commitment subscale.

Affective commitment subscale score a Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy value of 0.751 and Sphericity test by Bartlett yielded a score of 530.426 ( $df = 10$ ,  $p = 0.000$ ). All items loaded on one factor and had a factor loading score above the recommended cut-off of 0.50 (Table 4.16; Tabachnick & Fidell, 2014). In addition, this factor explained nearly 64.7% of the variance.

**Table 4.16**

*Factor matrix of the affective commitment subscale.*

	<i>Factor</i>
C1	.592
C2	.781
C3	.884
C4	.899
C6	.830

#### 4.4.1.2. The dimensionality analysis of the continuance commitment subscale.

The continuance commitment subscale attained a KMO value of 0.776 and Bartlett's Test of Sphericity of 557.534 ( $df = 15, p = 0.000$ ) (Table 4.17). All items loaded on one factor and had factor loading values above the required threshold with a 0.0 cut-off point (Tabachnick & Fidell, 2014). In addition, this factor explained approximately 57.7% of the variance.

**Table 4.17**

*Factor matrix of the continuance commitment subscale*

	<b>Factor</b>
C7	.718
C8	.697
C9	.861
C10	.897
C11	.796
C12	.659

#### 4.4.1.3. The dimensionality analysis of the normative commitment subscale

The normative commitment subscale attained a KMO value of 0.833 and a Bartlett's sphericity test score of 796.368 ( $df = 10, p = 0.000$ ). As shown in Table 4.18, all items loaded on one factor and loaded above the recommended cut off point of 0.50 (Tabachnick & Fidell, 2014). In addition, this factor explained approximately 77.5% of the variance.

**Table 4.18**

*Factor matrix of the normative commitment subscale*

	<b>Factor</b>
C14	.816
C15	.931
C16	.916
C17	.833
C18	.903

#### 4.4.2. Exploratory factor analysis of the organisational citizenship scale

Exploratory factor analysis (dimensionality analysis) was also conducted on each of the subscales for organisational citizenship behaviour (altruism, courtesy, civic virtue, sportsmanship and conscientiousness) separately.

##### 4.4.2.1. The dimensionality analysis of the altruism subscale

The altruism construct realised a KMO's value of 0.640 and a Bartlett's sphericity test of 1005,734 ( $df = 10, p = 0.000$ ). This indicated that factor analysis could be conducted. All scale items loaded in one factor and had factor loading values above 0.50 as shown in Table 4.19 below. The factor accounted for approximately 62.4% of the variance. Thus, the altruism subscale was found to be unidimensional.

**Table 4.19**

*Factor matrix for the altruism subscale*

	<b>Factor</b>
B1	.788
B2	.854
B3	.732
B4	.850
B5	.716

##### 4.4.2.2. The dimensionality analysis of the civic virtue subscale

The civic virtue subscale realised a KMO value of 0.816 and a Bartlett's sphericity test of 626,872 ( $df = 10, p = 0.000$ ). This indicated that factor analysis could be conducted. All scale items loaded one factor with factor loading values above 0.50 as shown in Table 4.20. The factor accounted for approximately 62.4% of the variance. Thus, the civic virtue subscale was found to be unidimensional.

**Table 4.20**

*Factor matrix for the civic virtue subscale*

	<b>Factor</b>
B6	.809
B7	.872
B8	.865
B9	.908
B10	.841

#### 4.4.2.3. The dimensionality analysis of the courtesy subscale.

The courtesy subscale realised a KMO score of 0.571 and a Bartlett's sphericity test score of 699,044 ( $df = 6, p = 0.000$ ). This indicated that factor analysis could be conducted. All scale items loaded one factor with factor loading values above 0.50 as shown in Table 4.21. The factor accounted for approximately 76.0% of the variance. Thus, the courtesy subscale was found to be unidimensional.

**Table 4.21**

*Factor Matrix for the courtesy subscale*

	<b>Factor</b>
B11	.867
B12	.922
B13	.898
B14	.797

#### 4.4.2.4. The dimensionality analysis of the sportsmanship subscale

The sportsmanship subscale realised a KMO's score of 0.807 and a Bartlett's sphericity test value of 726,641 ( $df = 10, p = 0.000$ ). This indicated that factor analysis could be conducted. All scale items loaded one factor with factor loading values above 0.50 as shown in Table 4.22. The factor accounted for approximately 71.3% of the variance. Thus, the sportsmanship subscale was found to be unidimensional.

**Table 4.22**

*Factor matrix for the sportsmanship subscale*

	<b>Factor</b>
B15	.591
B16	.857
B17	.942
B18	.929
B19	.856

#### 4.4.2.5. The dimensionality analysis of the conscientiousness subscale

The conscientiousness subscale realised a KMO's score of (0.599) and a Bartlett's sphericity test statistic score of 852,415 ( $df = 10, p = 0.000$ ). This indicated that EFA is appropriate for the data. All scale items loaded one factor with factor loading values above (0.50) as shown in Table 4.23. The factor accounted for approximately 71.3% of the variance. Thus, the conscientiousness subscale was found to be unidimensional.

**Table 4.23**

*Factor matrix for the conscientiousness subscale*

	<b>Factor</b>
B20	.602
B21	.810
B22	.853
B23	.861
B24	.808

#### 4.4.3. Exploratory factor analysis of the job insecurity scale

The job insecurity scale obtained a KMO's value of 0.791 and a Bartlett's sphericity test score value of 1525.534 ( $df = 21, p = 0.000$ ). The scale was uni-dimensional because all items loaded on one factor and this factor accounted for approximately 63.7% of the variance. In addition, all factor loadings values were acceptable ranging above 0.50 (Table 4.24).

**Table 4.24**

*Factor Matrix for the job insecurity scale*

	<b>Factor</b>
J5	.693
J6	.907
J7	.929
J8	.947
J9	.519
J10	.929
J11	.510

#### 4.5. Descriptive statistics

This section outlines descriptive statistics in terms of measures of central tendency, dispersion and normality. The results in Table 4.25 shows the measures of central tendency, dispersion and the normality of the data.

The average score for job insecurity had very low levels of job insecurity, meaning that they were perceived that they were going to remain in their jobs for the foreseeable future ( $\bar{x} = 4.3$ ;  $SD = 3.57$ ). Organisational commitment average score shows that most respondents had a high level of organisational commitment, this implies that they are more committed to the organisation ( $\bar{x} = 3.8$ ;  $SD = 10.59$ ).

The average score for organisational citizenship behaviour shows that most respondents had a high level of organisational citizenship behaviour, this means that they agree to exhibit organisational citizenship behaviour in the organisation ( $\bar{x} = 4.7$ ;  $SD = 6.70$ ). The data achieved a normal univariate distribution because the skewness and kurtosis values for all the constructs were acceptable between -2 to +2 as recommended by George and Mallery (2010).

**Table 4.25**



*Measures of central tendency, dispersion and normality*

<b>Construct</b>	$\bar{x}$	<b>Median</b>	<b>Mode</b>	<b>SD</b>	<b>Skewness</b>	<b>SE</b>	<b>Kurtosis</b>	<b>SE</b>
JI	4.3	4.3	4	3.57	.375	.181	-0.822	.360
OC	3.8	3.7	3.3	10.59	-.263	0.171	-0.435	0.341
OCB	4.7	4.7	5	6.70	.143	0.171	-0.881	0.341

*Note:* JI= Job insecurity; OC = Organisational commitment; OCB = Organisational citizenship behaviour;  $\bar{x}$  = mean; SD = Standard Deviation; SE = standard error.

#### **4.6 Pearson correlation**

Pearson correlation analysis was carried out to test hypotheses one, two and three. The results of this analysis are presented in this section.

*Hypothesis one: There is a significant positive relationship between organisational commitment and organisational citizenship behaviour among contract employees at selected Gauteng provincial government departments in South Africa.*

Table 4.26 shows that the findings from the Pearson product-moment correlation analysis indicate a significant direct relationship between organisational commitment and citizenship behaviour ( $r = 0.535$ ,  $p < 0.01$ ). This means that as organisational commitment increases, organisational citizenship behaviour also increases. Therefore, hypothesis one is supported.

It was further revealed a significant relationship between affective commitment and organisational citizenship behaviour ( $r = 0.388$ ,  $p < 0.01$ ). This means that the more one becomes affectively committed to the organisation, the more one increases his or her organisational citizenship behaviour to the organisation. Additionally, a significant positive relationship was found between continuance commitment and organisational citizenship behaviour ( $r = 0.526$ ,  $p < 0.01$ ) as depicted in Table 4.26. This implies that contract workers at Gauteng provincial government find it difficult to leave the organisation due to scarcity of alternatives available elsewhere, which results in them developing organisational citizenship behaviour.

Lastly, the results further revealed that there is a significant positive relationship between normative commitment and organisational citizenship behaviour ( $r = 0.522, p < 0.01$ ). This means that contract employees at Gauteng provincial government are psychologically attached to the organisation and that they feel guilty to leave the organisation if they decide to do so.

*Hypothesis two: There is a positive relationship between organisational commitment and job insecurity among contract employees at selected Gauteng provincial government departments in South Africa.*

The findings from the correlation analysis shown in Table 4.26 showed that there is a relationship between organisational commitment and job insecurity ( $r = 0.168, p < 0.05$ ). Although a relationship exists between the two variables, it is weak as shown in Table 4.26. This means that as organisational commitment increases, job insecurity slightly increases. Therefore, hypotheses two is slightly supported.

Table 4.26 further revealed a weak but significant relationship between affective commitment and job insecurity ( $r = 0.178, p < 0.05$ ). This implies that as level of affective commitment increases in contract employees, they are more likely to stay with the organisation. A direct but weak relationship was also found between continuance commitment and job insecurity ( $r = 0.171, p < 0.05$ ). This implies that as contract employees increase their continuance commitment, there is a slight increase in job. Lastly, Table 4.26 shows that normative commitment is not interrelated to job insecurity ( $r = 0.124, p < 0.98$ ). This implies that as normative commitment increases, job insecurity to the organisation slightly changes. This shows that normative commitment is slightly impacted by job insecurity.

*Hypothesis three: There is a positive relationship between organisational citizenship behaviour and job insecurity among contract employees at selected Gauteng provincial government departments in South Africa.*

The findings from correlation analysis (Table 4.26) indicate that organisational citizenship behaviour is not related to job insecurity ( $r = 0.040, p < 0.593$ ). This indicates that organisational citizenship behaviour is not affected by job insecurity. Therefore, hypotheses three is not supported.

#### **Table 4.26**

*Pearson correlation analysis results among the variables*

Variable	1	2	3	4	5	6
1. Organisational commitment	1					
2. Affective commitment	.874**	1				
3. Continuance commitment	.901**	.733**	1			
4. Normative commitment	.930**	.699**	.747**	1		
5. Organisational citizenship behaviour	.535**	.388**	.526**	.522**	1	
6. Job insecurity	.168*	.178*	.171*	.124	.040	1

*Note: p-value was significant at < 0.01\*\* p < 0.05\**

#### 4.7. Multiple regression analysis

*Hypothesis four: Job insecurity mediates the effect of organisational commitment on organisational citizenship behaviour.*

Regression analysis was carried out using Process Version 3 by Hayes (2013) to investigate hypothesis four, which states that job insecurity mediates the relationship between organisational commitment and organisational citizenship behaviour. In the 1<sup>st</sup> step of the mediation model, the regression of organisational commitment on organisational citizenship behaviour was carried out whilst overlooking the mediator variable, which was significant,  $\beta = 0.715$ ,  $t(177) = 8.425$ ,  $p < 0.01$ .

Step 2 revealed that the regression of organisational commitment on the mediator (job insecurity) was also significant,  $\beta = 0.058$ ,  $t(177) = 2.35$ ,  $p < 0.05$ . Step 3 of the mediation process indicated that the regression of organisational commitment on organisational citizenship behaviour, while controlling for the mediator, job insecurity was significant,  $\beta = .727$ ,  $t(177) = 8.436$ ,  $p < 0.01$ . Meanwhile, step four showed that when organisational commitment is controlled, job insecurity is not significantly related organisational citizenship behaviour, significant  $\beta = -.217$ ,  $t(177) = -.841$ ,  $p > 0.05$ .

The mediating effect was assessed with non-parametric bootstrapping. In this case, the null of 0 is within the 95% confidence interval (CI) of the lower and upper limit, therefore, the indirect effect is 0 for the observed population. On the other hand, if 0 is outside the confidence interval limit, the indirect effect is regarded as non-zero. In this study, the indirect coefficient was not statistically significant, ( $\beta = -0.013$ ,  $SE = 0.001$ ,  $95\% CI = (-0.047, 0.027)$ ). Therefore,

hypothesis four stating that job insecurity mediates the relationship between organisational commitment and organisational citizenship behaviour is not supported.

**Table 4.27**

*Regression analysis results among the variables*

Steps	Variables	$\beta$	$T$	$Df$	$P$
Step 1	OC predicting OCB	.715,	8.425	177	.00
Step 2	OC predicting Job Insecurity	.058	2.35	177	.02
Step 3	OC predicting OCB with Job Insecurity as a control	.727	8.436	.177	.00
Step 4	Job insecurity predicting OCB, with OC as control	-.217	.841	177	.401

Indirect effects :  $\beta = -0.013$ ,  $SE = 0.001$ , 95%  $CI = (-.047, .027)$ .

*Note: OC= Organisational commitment; OCB = Organisational citizenship behaviour;  $\beta$  = Beta;  $t$  =  $t$ -value;  $df$  = degrees of freedom;  $p$  = level of significance.*

#### 4.8. Chapter summary

Chapter four outlined the study findings obtained from data analysis. Data analysis was aided by IBM-SPSS Version 26. The demographic information was presented in the form of frequencies and percentages. The Cronbach's alpha coefficients of the variables under study were all above 0.70, which means that the instrument was reliable (Pallant, 2020). Pearson product-moment correlation analysis was assessed to determine the possible relationship between organisational commitment, organisational citizenship behaviour and job insecurity. Multiple regression analysis was also done to identify whether job insecurity mediates the effect of organisational commitment on organisational citizenship behaviour. The results indicated a significant positive relationship between organisational commitment and organisational citizenship behaviour among contract employees at Gauteng provincial government departments, however, job insecurity does not influence this relationship. The next chapter presents a discussion of results, limitations of the study, recommendations and conclusions.

## **CHAPTER FIVE: DISCUSSION OF RESULTS, RECOMMENDATIONS FOR FUTURE STUDY, LIMITATIONS AND CONCLUSIONS**

### **5.1 Introduction**

The preceding chapter outlined the study findings. In this chapter, the results of the study are discussed and conclusions are drawn. Recommendations for future studies and study limitations will be given. The main aim of the study was to determine whether organisational commitment relates to organisational citizenship behaviour and whether this relationship is influenced by job insecurity among contract employees.

## **5.2 Discussion of results**

Reliability coefficients, exploratory factor, Pearson's correlation and multiple regression analysis results are discussed in this section.

### **5.2.1. Instrument Reliability**

The overall Cronbach's alpha coefficient for organisational commitment was (0.931) whereas organisational commitment subscales of affective commitment were (0.801), continuance commitment (0.815) and normative commitment (0.916). Similarly, Yousef (2017) as well as Manetje and Martins (2017) in a study of local government employees in the United Arab Emirates, and the motor manufacturing company in South Africa found a reliability score of good (0.721) to excellent (0.941) respectively. Based on these findings, the scale is reliable and applicable in this study.

The results further showed the Cronbach's alpha coefficient for organisational citizenship behaviour which was (0.898). The dimensions of organisational citizenship behaviour revealed Cronbach's Alpha coefficient of altruism (0.807), civic virtue (0.908), courtesy (0.882), sportsmanship (0.867) and conscientiousness (0.820). Pallant (2020) suggest that a scale of 0.8 is considered good and 0.9 excellent. These coefficients are consistent with those found by Veloen (2017) among employees in selected organisations in the service sector in the Western Cape Province, South Africa. Altunışık and Ozturk (2018) also found the coefficients ranging from good (0.701) to excellent (0.932) respectively (Pallant, 2020) among employees in the private sector in Pakistan.

Furthermore, job insecurity revealed an excellent Cronbach's Alpha coefficient of (0.874). The coefficient is consistent with those of the study conducted by Brondino, Bazzoli, Vander Elst, De Witte and Pasini (2020), who found a good level of reliability of the scale of (0.78) among

manufacturing workers in Italy. Hence, the scale is considered reliable in this data set and the results could be general applied.

### 5.2.2. Exploratory Factor Analysis (EFA)

Exploratory factor analysis results showed that all the subscales of organisational commitment were uni-dimensional meaning that all the subscales are represented by a single number. Moreover, all items on the subscales loaded on one factor had loading values above the recommended threshold of (0.50) (Tabachnick & Fidell, 2014). The findings of the study are in agreement with those of the organisational commitment scale (OCQ), developed by Allen and Meyer (1991).

Affective commitment subscale obtained a KMO's score of (0.751) and a Bartlett's sphericity test value of 530.426 ( $df = 10, p = 0.000$ ), and variance of approximately 64.7%. The continuance commitment subscale attained a KMO value of (0.776) and a Bartlett's sphericity test statistic value of 557.534 ( $df = 15, p = 0.000$ ), with a variance of 57.7%. Normative commitment subscale attained KMO's value of (0.833) and a Bartlett's sphericity test value of 796.368 ( $df = 10, p = 0.000$ ). In addition, this factor explained approximately 77.5% of the variance. These results indicate the trustworthiness and dependability of the study findings. Thus, the results of this study could be fairly applied and generalised to the rest of the contract workers in the public sector particular in a Metropolitan area.

Furthermore, factor analysis for organisational citizenship behaviour further revealed that all the subscales were uni-dimensional. All factor loadings values for all the subscales were acceptable ranging above (0.50) as recommended by (Tabachnick & Fidell, 2014). These results are consistent with those of the organisational citizenship behaviour scale (OCBQ) as proposed by Podsakoff, Mackenzie, Moorman and Fetter (1990).

The altruism subscale realised a KMO score of (0.640) and a Bartlett's sphericity test statistic value of 1005,734 ( $df = 10, p = 0.000$ ), with a variance of 62.4%, while the civic virtue subscale realised a KMO value of (0.816) and a Bartlett's sphericity test statistic value of 626,872 ( $df = 10, p = 0.000$ ) with a variance of 62.4% of variance. The courtesy subscale realised a KMO's score of (0.571) and a Bartlett's sphericity test value of 699,044 ( $df = 6, p = 0.000$ ). The factor accounted for approximately 76.0% of the variance. The sportsmanship subscale realised a KMO value of (0.807) and a Bartlett's sphericity test value of 726,641 ( $df = 10, p = 0.000$ ).

The factor accounted for approximately 71.3% of the variance. Conscientiousness subscale realised a KMO score of (0.599) and a Bartlett's sphericity test statistic value of 852,415 ( $df = 10, p = 0.000$ ), accounting approximately for 71.3% of the variance. This indicates internal consistency and validity of the scale based on this data sample. The job insecurity scale obtained a KMO's score of (0.791) and a Bartlett's sphericity test statistic value of 1525.534 ( $df = 21, p = 0.000$ ). Job security accounted for approximately 63.7% of the variance. These results are consistent with a Job insecurity scale (JIQ), proposed by De Witte (2000).

### 5.2.3. Discussion of correlation analysis

The main objectives of the study were to investigate the relationship between organisational commitment and organisational citizenship behaviour and whether this relationship is mediated by job insecurity among contract employees.

*Hypothesis one: There is a direct significant relationship between organisational commitment and organisational citizenship behaviour among contract employees at selected Gauteng provincial government departments in South Africa.*

Pearson correlation analysis indicated a significant direct relationship between organisational commitment and organisational citizenship behaviour ( $r = 0.535, p < 0.01$ ). Therefore, hypotheses one was supported. This means that, as the level of organisational commitment increases, employees develop a strong psychological bond to the organisation and show increased levels of organisational citizenship behaviour. These employees tend to put more efforts and to improve their performances for the organisation. In addition, employees tend to leave the organisation, and this results in them developing organisational citizenship behaviour.

These results are in agreement with findings by Ahmed *et al.* (2019), among contract workers in the banking sector which revealed that organisational commitment predicts organisational citizenship behaviour. Similarly, Mogotsi, Boon and Fletcher (2011) in a study among teachers in Botswana, also found that organisational commitment significantly predicts organisational citizenship behaviour. This enhances the activities of the organisation effectively and efficiently.



*Hypothesis two: There is a positive relationship between organisational commitment and job insecurity among contract employees at selected Gauteng provincial government departments in South Africa.*

The findings showed a positive relationship between organisational commitment and job insecurity ( $r = 0.168, p < 0.05$ ). This implies that as the level of organisational commitment for Gauteng provincial government employees' increases, job insecurity slightly increases. This means that the commitment of Gauteng provincial government departments employees may not necessarily be influenced by job insecurity alone but by other factors. Furthermore, the weak relationship could be due to employees exhibiting higher levels of organisational commitment hoping that the organisation will reciprocate by appointing them permanently. Therefore, hypotheses two was supported.

The findings are consistent with a study by Geldenhuys and Moshoeu (2015) among contract workers in the health sector which showed a positive relationship between organisational commitment and job insecurity. In contrast, a study by Jinabhai and Taduvana (2016) among employees at Femina Garments in Zimbabwe showed a negative relationship between organisational commitment and job insecurity. Similarly, a study conducted by Pienaar and Masia (2011) among contract employees in the mining sector in the North-West Province of South Africa found no relationship between organisational commitment and job insecurity. Given the revelations of this study and literature findings, the relationship between organisational commitment and job insecurity appears to be sector-specific. Hence, there is a need for sector-specific and contextual diagnosis of this relationship.

*Hypothesis three: There is a positive relationship between organisational citizenship behaviour and job insecurity among contract employees at selected Gauteng provincial government departments in South Africa.*

The findings indicated that organisational citizenship behaviour has no significant relationship with job insecurity ( $r = 0.040, p < 0.593$ ). This means that organisational citizenship behaviour is not influenced by job insecurity and hypothesis three was not supported. This suggests that there could be other factors that impact organisational citizenship behaviour among contract employees in the public sector apart. These factors may include job satisfaction, career development opportunities and supervisor support (Jinabhai & Taduvana, 2016).

Similar findings were reported by Pienaar, De Beer and Smit (2014) among contract employees. They found that job insecurity does not influence organisational citizenship behaviour. In addition, a study by Kang, Gold and Kim (2012) found similar results that the relationship between organisational citizenship behaviour and job insecurity are negatively related.

#### 5.2.4. Discussion of regression results

*Hypothesis four: Job insecurity mediates the effect of organisational commitment on organisational citizenship behaviour.*

Regression analysis was performed to determine whether job insecurity influences the relationship between organisational commitment and citizenship behaviour. Results revealed that the regression of organisational commitment on organisational citizenship behaviour whilst overlooking the mediator, was significant, ( $\beta = .715$ ,  $t(177) = 8.425$ ,  $p < 0.01$ ). Similarly, the regression of organisational commitment on the mediator, job insecurity, was also significant, ( $\beta = .058$ ,  $t(177) = 2.35$ ,  $p < 0.05$ ).

The study findings show that job insecurity does not mediate the relationship between organisational commitment on organisational citizenship behaviour ( $\beta = .727$ ,  $t(177) = 8.436$ ,  $p < 0.01$ ). Furthermore, the analysis showed that job insecurity has no significant relationship with organisational citizenship behaviour ( $\beta = -.217$ ,  $t(177) = -.841$ ,  $p > 0.05$ ). Further, using non-parametric bootstrapping to test for indirect effect, the results were not statistically significant, ( $\beta = -0.013$ ,  $SE = 0.001$ ,  $95\% CI = (-.047, .027)$ ). The results suggest that job insecurity does not explain the relationship between organisational commitment and organizational citizenship behaviour among contract employees in the execution of their duties.

These results are in line with Afshardoust, Feizabadi, Zakizadeh and Abdolhoseyni (2013)'s findings among contract employees in a sports organisation which revealed that job insecurity does not affect the relationship between organisational commitment and organisational citizenship behaviour. Additionally, similar results were found in a study conducted by Raijmakers and Bam (2010) among contract employees in a South African petro-chemical.

Therefore, one can argue that the relationship between organisational commitment and citizenship behaviour that exists among contract employees at Gauteng provincial government

may not necessarily be influenced by job insecurity. This could be due to employees expecting the organisation to appoint them permanently as they have been with the organisation for more than three years.

Also, the Department of Public Service and Administration (2020) reported that an employee who is put on contract for more than six months should be appointed permanently as this shows that the organisation needs his/her skills and knowledge. Most of these contract employees have been in service for more than three years as the organisation kept putting them on contract every year, hence the majority of them were not experiencing job insecurity. Furthermore, this could be explained by the fact that government departments have never retrenched employees as it is expected to create jobs for people as compared to the private sector.

### **5.3 Conclusions**

The findings of the study found a direct relationship between organisational commitment and citizenship behaviour. Managers need to create a workplace culture that encourages employees to increase their commitment to the organisation. This could be done through reviewing employee career advancement opportunities, training and providing job security. The results further revealed that job insecurity does not influence the relationship between organisational commitment and organisational citizenship behaviour among contract employees in the public sector. Given these results, it could be concluded that there are other variables that may enhance organisational commitment among the contract workers.

### **5.4 Limitations of the study**

Firstly, some respondents were not eager to be part of the research. For example, some of the employees complained that they were occupied, which resulted in a low response rate. Some employees agreed to fill in the questionnaire, but on the day of collection the questionnaire had not been filled in or they had lost it. As a result, additional time to complete the questionnaire was afforded to employees for increased response rate.

Secondly, the research was conducted at three Gauteng provincial government departments. Therefore, the results cannot be generalised to all the government departments under the Gauteng provincial government in South Africa. Furthermore, the results obtained from the

three Gauteng provincial government departments in the Gauteng Province may have limited applicability to other different parts of the world.

Lastly, the applicability of the study findings is limited by weaknesses in the chosen methodologies and the sample size. It is, therefore, suggested that a larger sample size be considered for further testing to enable the generalisability of the results.

## **5.5 Practical implications**

Gauteng Provincial management should consider encouraging employees to take the department's problems and make them their own and feel that the department is part of their family. This will enable employees to go beyond the required tasks, which will enhance the effectiveness and efficiency of service delivery to ordinary citizens of Gauteng Province, thus increasing organisational commitment and organisational citizenship behaviour. Additionally, managers and practitioners should create better work relationships among supervisors and employees and include them in the decision making process. This will make them feel valued and appreciated, thus increasing organisational commitment and organisational citizenship behaviour.

The Gauteng provincial government should also consider encouraging their managers to empower contract employees by awarding bursaries so they can further their studies, or enhancing their skills and knowledge through training and development. This will enable them to be equipped with the necessary skills needed in the job market and make them employable. Furthermore, it will make them emotionally dependent on the department, (normative commitment) leading to them developing organisational citizenship behaviour.

The management should consider maintaining a balanced psychological contract. This should meet employee needs through job security, professional development, skills training, participation, fair treatment, justice and providing job satisfaction. Additionally, it will ensure a sustained and pleasant relationship between contract employees and management. Support to contract employees should be provided through employee wellness programmes to assist them in dealing with anxiety. The provision of therapy, careers guidance and entrepreneurial skills training are some of the ways in which this could be done. This has the potential to lessen stressors stemming from job insecurity.

## **5.6 Recommendations for future study**

The study revealed how organisational commitment significantly and directly relates to organisational citizenship behaviour. This implies that employees exhibiting higher levels of commitment tend to also show higher citizenship behaviour. The study, therefore, recommends that managers should consider factors that influence organisational commitment such as rewards, leadership style and corporate culture. This is key in getting employees to work diligently towards achieving organisational goals and be prepared to go the extra mile in protecting organisational interests.

Further, the results also showed that job insecurity is negatively associated with organisational commitment. It is, therefore, recommended that to improve organisational citizenship behaviour among contract employees and consequently service delivery in the public sector, there is a need for improving and enhancing organisational commitment.

For future research, studies can be conducted in other departments for comparing the results to find out if they differ or are similar notwithstanding the geographical location of government provincial departments. Future researchers should also consider an explorative qualitative study to obtain in-depth insights into the problem.

## **5.7 Chapter summary**

The study aimed to investigate the relationship between organisational commitment and organisational citizenship behaviour among contract employees in the Gauteng provincial government and whether the relationship is influenced by job insecurity. The chapter discussed the results presented in the previous chapter. Furthermore, the conclusion, limitations and recommendations for future study were outlined.

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## **ANNEXURE A: INFORMED CONSENT FORM**

### **SCHOOL OF MANAGEMENT SCIENCES**

### **DEPARTMENT OF HUMAN RESOURCE MANAGEMENT AND LABOUR RELATIONS**



“In terms of the ethical requirements of the University of Venda, you are invited to complete this form as an indication of your permission to voluntarily participate in this study”.

“I ..... hereby confirm that I have been fully informed about the purpose, procedures, and activities of the study. The rights and the risks of employees’ participation have also been fully explained to me. I was given full opportunity to ask any questions and I understand that respondents can withdraw from the study at any stage and time, without giving any reasons”.

“I therefore hereby freely **GIVE/Do not give** my consent to voluntarily take part in the study as outlined (**Delete the inapplicable**)”.

**Signature:** ..... **Date:** .....

**Researcher signature:** ..... **Date** .....

## ANNEXURE B: RESEARCH QUESTIONNAIRE

Dear respondent

“My name is Mphahlele Matete, student number (11637094), pursuing a Master’s degree in Human resource management at the University of Venda. As a partial fulfilment for the award of this degree, I am required to conduct a research work titled “*organisational commitment and organisational citizenship behaviour: the mediating role of job insecurity among contract employees at selected Gauteng provincial government*. You are invited to complete the following survey which should take you approximately 15 minutes”.

### Please note:

“Participation is voluntary, and you are free to withdraw from the study at any point. Your responses will be fully anonymous, and the information collected will be used strictly for academic purpose and will be confidential. Also, note that there are no right or wrong answers”.

**By completing this survey, you confirm that you have understood the above and consent to participation in this study.**

Signature.....

Date.....

Researcher’s signature.....

Date.....

Cell: 0731428448

E-mail: [mologadimat@gmail.com](mailto:mologadimat@gmail.com)

### SECTION A: Biographical information

For each of the items below, please indicate the option that applies to you with an **X**.

#### 1. Gender

Male		Female	
------	--	--------	--

#### 2. Age (Years)

20-25		26-30		31-35		36-40		41+	
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### 3. Race

Black		White		Coloured		Indian		Asian	
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### 4. Highest academic qualification

Matric		Certificate		Diploma		Bachelors degree/B-tech		Honours degree		Masters degree		PhD	
--------	--	-------------	--	---------	--	-------------------------	--	----------------	--	----------------	--	-----	--

### 5. How long have you been with this organisation?

Less than 1 year		2-5 years		6- 10 years		11-20 years		20 years and above +	
------------------	--	-----------	--	-------------	--	-------------	--	----------------------	--

### 6. Indicate which of the following category you belong to:

Lower management		Middle management		Top management	
------------------	--	-------------------	--	----------------	--

### SECTION B: Employee Organisational Commitment scale

“This section enables you to express your perception about your relationship with the organisation and your reason for staying. Carefully read each statement and indicate the extent to which you agree or disagree with each statement. Tick with an **X** in the appropriate box”.

<b>Key: 1. Strongly disagree</b>	<b>2. Disagree</b>	<b>3. Unsure</b>	<b>4. Agree</b>	<b>5. Strongly agree</b>
----------------------------------	--------------------	------------------	-----------------	--------------------------

	Items	Scales				
C1	I would be very happy to spend the rest of my career in this organisation.	1	2	3	4	5
C2	I really feel as if this organisation’s problems are my own.	1	2	3	4	5

C3	I do not feel like I am part of this organisation	1	2	3	4	5
C4	I do not feel 'emotionally attached' to this organisation.	1	2	3	4	5
C5	This organisation has a great deal of personal meaning for me.	1	2	3	4	5
C6	I do not feel a strong sense of belonging to this organisation.	1	2	3	4	5
C7	It will be very hard for me to leave my job at this organisation right now even if I wanted to.	1	2	3	4	5
C8	Too much of my life will be disrupted if I leave my organisation.	1	2	3	4	5
C9	Right now, staying with my job at this organisation is a matter of necessity as much as desire.	1	2	3	4	5
C10	I believe I have too few options to consider leaving this organisation.	1	2	3	4	5
C11	One of the few negative consequences of leaving my job at this organisation would be the scarcity of available alternative elsewhere.	1	2	3	4	5
C12	One of the major reasons I continue to work for this organisation is that leaving would require considerable personal sacrifice.	1	2	3	4	5
C13	I do not feel any obligation to remain with my organisation.	1	2	3	4	5
C14	Even if it were to my advantage, I do not feel it would be right to leave.	1	2	3	4	5

C15	I would feel guilty if I left this organisation now.	1	2	3	4	5
C16	This organisation deserves my loyalty.	1	2	3	4	5
C17	I would not leave my organisation right now.	1	2	3	4	5
C18	I owe a great deal to this organisation.	1	2	3	4	5

### SECTION C: Employee Organisational Citizenship Behaviour scale

This section enables you to assess acts directed towards the organisation and people in the organisation such as co-workers. Carefully read each statement and indicate the extent to which you agree or disagree with each statement. Tick with an **X** in the appropriate box.

#### Key

<b>1.Strongly disagree</b>	<b>3.Disagree</b>	<b>2.Slightly disagree</b>	<b>4.Uncertain</b>	<b>5.Slightly agree</b>	<b>6. Agree</b>	<b>7.Strongly agree</b>
----------------------------	-------------------	----------------------------	--------------------	-------------------------	-----------------	-------------------------

	Items	Scales						
		1	2	3	4	5	6	7
B1	I help others who have a heavy workload.	1	2	3	4	5	6	7
B2	I am always ready to lend a helping hand to those around me.	1	2	3	4	5	6	7
B3	I help others who have been absent.	1	2	3	4	5	6	7
B4	I am willing to help others who have work-related problems.	1	2	3	4	5	6	7
B5	I orient new people even though it is not required.	1	2	3	4	5	6	7
B6	I try to avoid creating problems for co-workers.	1	2	3	4	5	6	7
B7	I consider the impact of my actions on co-workers.	1	2	3	4	5	6	7
B8	I do not abuse the rights of others.	1	2	3	4	5	6	7
B9	I take steps to try to prevent problems with other workers.	1	2	3	4	5	6	7

B10	I am mindful of how my behaviour affects other people's jobs.	1	2	3	4	5	6	7
B11	I keep myself abreast of changes in the organisation.	1	2	3	4	5	6	7
B12	I attend meetings that are not mandatory but are considered important.	1	2	3	4	5	6	7
B13	I attend functions that are not required but help the company image.	1	2	3	4	5	6	7
B14	I read and keep up with organisation amendments, memos and so on.	1	2	3	4	5	6	7
B15	I am the classic "squeaky wheel" that always needs greasing.	1	2	3	4	5	6	7
B16	I consume a lot of time complaining about trivial matters.	1	2	3	4	5	6	7
B17	I tend to make "mountain" out of molehills.	1	2	3	4	5	6	7
B18	I always focus on what is wrong, rather than on the positive side.	1	2	3	4	5	6	7
B19	I always find fault with what the organisation is doing.	1	2	3	4	5	6	7
B20	I am one of the most conscientious employees.	1	2	3	4	5	6	7
B21	I believe in giving an honest day's work for an honest day's pay.	1	2	3	4	5	6	7
B22	My attendance at work is above the norm	1	2	3	4	5	6	7
B23	I do not take unnecessary breaks when I am at work.	1	2	3	4	5	6	7
B24	I respect company rules and policies even when no one is watching.	1	2	3	4	5	6	7

## SECTION D: Job Insecurity scale

This section enables you to assess the level of job insecurity you might have with your organisation. Carefully read each statement and indicate the extent to which you agree or disagree with each statement. Tick with an **X** in the appropriate box.

### Key

<b>1. Strongly disagree</b>	<b>2. Disagree</b>	<b>3. Unsure</b>	<b>4. Agree</b>	<b>5. Strongly agree</b>
-----------------------------	--------------------	------------------	-----------------	--------------------------

	Items	Scales				
		1	2	3	4	5
J11	I think I will be able to continue working here.	1	2	3	4	5
J12	There is only a small chance that I will become unemployed.	1	2	3	4	5
J13	I am certain/sure of my job environment.	1	2	3	4	5
J14	I am very sure that I will be able to keep my job.	1	2	3	4	5
J15	I am worried that I might become unemployed.	1	2	3	4	5
J16	I feel uncertain/unsure about my job.	1	2	3	4	5
J17	I worry about the continuation of my career.	1	2	3	4	5
J18	I fear that I might lose my job.	1	2	3	4	5
J19	I fear that I might get fired.	1	2	3	4	5
J110	There is a possibility that I might lose my job in the near future.	1	2	3	4	5
J11	I think I might get dismissed in future	1	2	3	4	5

**THANK YOU FOR YOUR PARTICIPATION.**





**ANNEXURE E: ETHICAL CLEARANCE CERTIFICATE**

RESEARCH AND INNOVATION  
OFFICE OF THE DIRECTOR

NAME OF RESEARCHER/INVESTIGATOR:

**Ms M Mphahlele**

Student No:

**11637094**

PROJECT TITLE: Organisation commitment and organisation citizenship behaviour: Mediating the role of job insecurity among Gauteng provisional government employees.

PROJECT NO: **SMS/19/HRM/03/2211**

SUPERVISORS/ CO-RESEARCHERS/ CO-INVESTIGATORS

NAME	INSTITUTION & DEPARTMENT	ROLE
Prof TS Setati	University of Venda	Supervisor
Mr H Ngirande	University of Venda	Co-Supervisor
Ms M Mphahlele	University of Venda	Investigator – Student

ISSUED BY:

UNIVERSITY OF VENDA, RESEARCH ETHICS COMMITTEE

Date Considered: November 2019

Decision by Ethical Clearance Committee **Granted**

Signature of Chairperson of the Committee: .....

Name of the Chairperson of the Committee: Senior Prof. **G.E. EKOSSE**



University of Venda

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## ANNEXURE F: EDITING CERTIFICATE

**ENVIROSTAT CONSULTING  
(PTY) LTD**

| 85 Olifant Street | Makhado | 0920 |

[envirostatconsulting@gmail.com](mailto:envirostatconsulting@gmail.com) | +27746885819 | +27662995195

11 March 2021

**TO WHOM IT MAY CONCERN**

This is to certify that I have edited the Dissertation by Mphahlele Matete entitled,

**"ORGANISATIONAL COMMITMENT AND ORGANISATIONAL CITIZENSHIP  
BEHAVIOUR: THE MEDIATING ROLE OF JOB INSECURITY AMONG  
CONTRACT EMPLOYEES AT SELECTED GAUTENG PROVINCIAL  
GOVERNMENT DEPARTMENTS"**

submitted for the Master of Commerce Degree in Human Resources Management at the University of Venda.

Kindly contact me should you have any queries.

Yours sincerely



James Chapangara Mugabe Pr.Sci.Nat.

Lead Consultant

Envirostat Consulting (Pty) Ltd

## ANNEXURE G: PERMISSION LETTER



### GAUTENG PROVINCE

OFFICE OF THE PREMIER  
REPUBLIC OF SOUTH AFRICA

### MEMO

Enq: Merles Mothabane  
Tel: 011 355 6417  
Fax: 011 355 6211

**TO: Ms Phindile Baleni  
Director General**

**FROM: Dr Darion Barclay  
DDG: Corporate Management**

**DATE: 31 July 2019**

**SUBJECT: REQUEST FOR PERMISSION TO CONDUCT  
RESEARCH STUDY IN THE OFFICE OF THE PREMIER**

---

#### 1. Purpose

The purpose of this memo is to request the Director General to approve the request from Ms Matete Mphahlele to conduct research study in the Office of the Premier.

#### 2. Discussion

Ms Matete Mphahlele is an Intern in the Internal Human Resource directorate, currently registered for Masters of Commerce in Human Resource Management with University of Venda. Her research topic is "*organisational commitment and organisational citizenship behaviour: the mediating role of job insecurity in the Gauteng Provincial Government*".

The information collected will be used strictly for academic purpose and will be kept confidential. Attached is a request letter, research instruments and informed consent (**see Annexure A**).

**REQUEST FOR PERMISSION TO CONDUCT RESEARCH STUDY IN THE OFFICE OF THE PREMIER**

**3. Delegations of Authority**

In accordance with the OOP delegations the power to approve the requests for gathering research data within the department is vested with the Director General

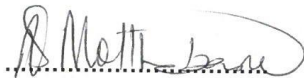
**4. Recommendations**

It is recommended that:

4.1 The Director General approves the request to gather research data within the department.

Recommendations in the Paragraph 4:

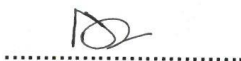
**Supported/not supported/ supported as amended**



**Ms Merles Motlhabane**  
**Director: Internal Human Resource**  
Date: 31/07/2019

Recommendations in the Paragraph 4:

**Supported/not supported/ supported as amended**



**Dr Darion Barclay**  
**DDG: Corporate Management**  
Date: 02.08.2019

Recommendation on paragraph 4:

**Approved/not approved/approved with amendments**



**Phindile Baleni (Ms)**  
**Director General**  
Date:.....

CAN I PLEASE SEE THE RESEARCH  
PAPER ONCE COMPLETED .

*P. Baleni*  
05/08/2019

## ANNEXURE H: TURNITIN REPORT

### ORGANISATIONAL COMMITMENT AND ORGANISATIONAL CITIZENSHIP BEHAVIOUR: THE MEDIATING ROLE OF JOB INSECURITY AMONG CONTRACT EMPLOYEES AT SELECTED GAUTENG PROVINCIAL GOVERNMENT DEPARTMENTS

#### ORIGINALITY REPORT



#### PRIMARY SOURCES

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