Job Insecurity and Its Outcomes: Moderating Effects of Work-Based and Nonwork-Based Social Support

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The moderating effects of work-based support on the relationship between job insecurity and several work-related outcomes, namely (a) job dissatisfaction, (b) proactive job search, (c) noncompliant job behavior, and (d) work turnover on the relationship between job insecurity and a nonwork-related outcome, were examined. These data were gathered through questionnaires from a large metropolitan university in the U.S. A mail survey to MBA graduates of a large northeastern university in the U.S. A mail survey to MBA graduates of a large northeastern university in the U.S. The findings of this study suggested that support derived from others at the workplace can contribute significantly to buffering individuals against job dissatisfaction, proactive job search, and noncompliant job behavior when they face a work-related outcome, such as job insecurity. The findings of this study were discussed.

INTRODUCTION

The topic of social support has occupied a central role in research on social and occupational stress literature. Much of the published writings on social support has been integrated with concepts of stress in some way or another (e.g., Kinneman & Dougherty, 1988; Kinneman & Dougherty, 1988; Kinneman & Dougherty, 1988; Kinneman & Dougherty, 1988). The test of the predictive power of social support in the topic of social support is hardly surprising given the potential role

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that social support can play in reducing stress at the workplace and outside of work. Social support is hypothesized to influence stress and its related outcomes in three main ways (House, 1981). First, social support may have a main effect on outcomes such that individuals who experience higher levels of support are expected to experience less health, less dissatisfaction with their jobs, and to do so (e.g., Hooper, 1985). Second, social support may have a direct or main effect on perceived stress with which they have a negative impact on job security. The main idea here is that social support can alter the relationship between stress and its outcomes. A key notion in understanding the buffering hypothesis is that social support interacts with stress such that the relationship between stress and its outcomes becomes more pronounced for individuals with low levels of support than for individuals with high levels of support. While evidence for the main effect of social support is rather consistent, evidence for the moderating or buffering hypothesis has been relatively mixed (e.g., LaPorce, House, & DeLong, 1988). Kinnear and Dougherty (1988) and Kinnear and Dougherty (1988) and George et al. (1992). The moderating role, however, is selective regarding the source of support (e.g., work-based or nonwork-based support) as well as studies conducted under investigation (e.g., work-related or general outcomes).

Empirical evidence in the social literature suggests that different sources of social support have different effects with regard to different measures of stressors (i.e., sources) and strains (i.e., outcomes of stress) (e.g., LaPorce et al., 1989; House, 1981; Cohen & Wills, 1985). In general, work-based support (support from supervision and colleagues at work) has been found to be more important than nonwork-based support (support from family and friends) in moderating the stress-strain relationship where the stress or strain measures are specific to the work setting. While social support has been examined widely in conjunction with work-related stressors such as contact with AIDs patients (George et al., 1990), role ambiguity (Um, 1992), role overload, and role conflict (Glanz, Fortille, & Mayes, 1968), it has been suggested that job stress is often experienced by employees, creating a nosological environment in which employees tend to avoid such adverse situations by engaging in work-relevant activities. This study shows that stress and job dissatisfaction is high on job insecurity, and that employees who are classified as having high job insecurity experience a high level of stress and a high level of job dissatisfaction. The factors that contribute to job insecurity include a high level of stress and job dissatisfaction, which is associated with high levels of job dissatisfaction, and the inability to identify the factors that contribute to job insecurity. The present study examined the effects of social support on the relationship between job insecurity and several outcomes. More specifically, the relationship between job insecurity and job dissatisfaction was examined. While many studies have found that job insecurity is linked to dissatisfaction, the relationship between job insecurity and job satisfaction has been less clear. The present study used a nonparametric job search behavior, and job dissatisfaction was measured by the extent to which job insecurity is associated with job satisfaction. The results of this study suggest that job insecurity is associated with job satisfaction and that the relationship between job insecurity and job dissatisfaction is mediated by job search behavior.
Job insecurity is defined as the degree to which an employee has a negative affective orientation toward his or her job (Vroom, 1964). While the concept of job dissatisfaction has been frequently examined in the organizational behavior literature, the concept of noncompliant job behavior is less known, and hence requires some elaboration. In work organizations, people assume positions or jobs, which in turn, specify the particular duties and responsibilities of the incumbent. By occupying certain positions, the job incumbent is obligated to perform certain duties and fulfill the responsibilities as prescribed for equitable compensation (Green & Scandura, 1986). Noncompliant job behaviors refer to the employee's violation of rules or norms pertaining to the performance of certain duties and responsibilities as established by the organization (Puffer, 1977).

The category of behaviors which constitute proactive job search is not considered as part of noncompliant job behavior as it does not represent formal violation of the attendance, punctuality, and work norms established by the organization. An individual can actively engage in job search activities and yet fulfill the job requirements as specified in his or her job descriptions in the context of his or her present job. Thus, in this study, proactive job search does not fall under the rubric of noncompliant job behaviors.

Anecdotal evidence and empirical research have shown that individuals often report intentions to quit when their job security is threatened (e.g., Greenhalgh & Jick, 1989). Although evidence bearing directly on the relationship between job insecurity and proactive job search is relatively sparse, it is plausible to assume that under conditions of job insecurity, an intention to quit may be behaviorally manifested in actual job search behavior. Individuals who experienced job insecurity would be more likely to engage in job search activities than those who do not.

**HYPOTHESES**

Moderating Effects of Work-Based Support

To the extent that job insecurity is associated with (i) job dissatisfaction, (ii) proactive job search, and (iii) noncompliant job behaviors, we hypothesized that support provided by supervisors and work colleagues would play a moderating role in these relationships. Support provided by work colleagues and supervisors may perform several functions which are critical in lessening insecurity against the effects of job insecurity on proactive job search. The companionship and emotional affection afforded by support from supervisors and work colleagues may ease negative emotions linked to job insecurity, thereby allowing individuals to re-evaluate the work situation so that it becomes less threatening. Supervisors and work colleagues may also help in job security via functional support by providing the supervisor and work colleagues with information about job opportunities, thereby helping individuals to be able to buffer individuals against a sense of dissatisfaction in the organization, which in turn, may translate into proactive job search and reduce the likelihood that he or she will engage in passive job search and leave the organization in the context of job insecurity.

Previous research has established theoretical arguments as well as empirical evidence that social support helps to moderate the stress-strain relationship by creating a feeling of belonging and solidarity in the individual relationship by creating a feeling of belonging and solidarity in the individual relationship (Hersch, 1983; George et al., 1993). Cohen and McKay (1984) argue that individuals who feel a high sense of belonging and solidarity with their colleagues are more likely to experience the work situation as less threatening and therefore, are less likely to engage in proactive job search activities. Thus, it is hypothesized that work-based support moderates the relationship between job insecurity and job dissatisfaction.

**Hypothesis 1.** Work-based support moderates the relationship between job insecurity and job dissatisfaction.

The relationship becomes stronger when work-based support is low and weaker when work-based support is high.

**Hypothesis 2.** Work-based support moderates the relationship between job insecurity and proactive job search. The relationship becomes stronger when work-based support is low and weaker when work-based support is high. Turning now to the relationship between job insecurity and noncompliant job behaviors, we hypothesized that work-based support would moderate the relationship between these variables. The process through which work-based support influences the relationship between job insecurity and noncompliant job behavior can be understood from insights into the role of social isolation and deviant behaviors. One of the most well-known theories in this area is Social Integration Theory (Durkheim, 1901). Durkheim suggested that social integration serves multiple functions. First, by integrating the individual in a web of interpersonal interactions, the individual is less likely to engage in deviant or counterproductive behaviors. Second, the individual's sense of belonging and solidarity with other members of the organization makes it more likely that the individual will seek support from supervisors and work colleagues during times of distress.
fluence, social integration helps to achieve compliance with group norms.

Durkheim suggested that social ties serve to establish social order by dis-
couraging deviant behaviors. Second, social relationships give members a

sense of purpose and certainty in society. In line with Durkheim, Hirsh (1969) further argued that social

discipline in regulation and prevent these tendencies from deviating be-

haviors. In this sense of strong bonds, the individual is

aligned (Hollinger & Clark, 1965).

Exceeding the Durkheimian arguments further, Knoke (1985) sug-
ggested that social relations and cohesiveness in groups may contribute to,

in a compelling amount of evidence in the literature on deviant be-

haviors. It is argued that it is the lack of strong 

people to engage in deviant behavior (e.g., Hollinger & Clark, 1965; Hollinger, 1969). Following such arguments, therefore, it is plausible that

inadequacy by providing individuals with a sense of purpose and certainty
to cope with the threat of job insecurity and this, in turn, may prompt individuals

requirements instead of engaging in noncompliant job behaviors.

In the context of job insecurity, work-based sources of support may

mitigate individuals’ assessment of the magnitude of the threat and enhance

social manner such as performing their job as effectively as before rather

job satisfaction factors and these difficulties and inconveniences to other

Further, the preceding discussion therefore, the following hypothesis is

Hypothesis 3: Work-based support moderates the relationship between

job insecurity and noncompliant job behaviors. The relationship becomes

stronger when work-based support is low and weaker when work-based sup-

port is high.

Moderating Effects of Nonwork-Based Support

The negative effects of job insecurity on a person's psychological well-

being have been well documented in previous literature (e.g., Ashford, Lee, 

& Saks, 1997; Van Vuuren et al., 1991). It is reasonable to expect that

the stress generated by a person's feelings of job insecurity may spill over

to the nonwork domain and affect his or her life satisfaction. Although

previous research findings concerning the relationship between people's

and nonwork lives have been diverse (Nye, Rice, & Hunt, 1978), the patterns of findings which emerged generally supported the thesis that

individuals' work and nonwork attitudes are related (e.g., Roman, 1968).

Researchers in the organizational behavior literature (e.g., Paramore,

Greenhaus, & Parasuraman, 1992) have found empirical support for the split-

model which suggests that the quality of a person's work experiences

is considered to affect the quality of experiences away from work, i.e., non-

work behaviors who experience dissatisfaction in one area of life may experience a

general dissatisfaction with their life. Job insecurity may affect a person's

perceptions of life or his or her ability to control that events and his or her

sense of well-being. These misalignments of a person's feelings of job

insecurity may in turn take a negative toll on his or her outlook on life in general, hence leading to a sense of life dissatisfaction.

In the extent job insecurity has a negative effect on a person's life satisfaction, in this study we examined the effects of nonwork-based social support (i.e., social support from family and friends) in moderating the job insecurity life dissatisfaction relationship. The hypothesis was drawn from a related body of literature, i.e., research on job dissatisfaction. Existing research on the buffering effects of social support in the job dissatisfaction literature suggests that support from family and friends can moderate the negative effects of unemployment (Lyon & Zautra, 1979). The early works of such scholars as Blau (1952) and Jaehn, Lenz, and Zeiss (1971), consistently suggest that support from family and friends is a critical factor in ameliorating negative effects such as feelings of resignation, despair, and hopelessness with life as a result of job loss. In line with one findings of job loss research, in the present study it is posited that having access to a supportive family or friend system might help the individuals to cope with and avoid the inability to make ends mean should the individual lose his or her job and hence help to buffer the individual against dissatisfaction with his support from a network outside the workplace. People may also affect the individual's reaction to perceived threat arising from a potential curtailment of certain desired job features. Family and friends can play a critical role in helping the individual to resist less negatively to a perceived threat to the job and hence make him or her better able to cope with this threat.

In line with the moderating or buffering hypothesis, it was expected that the level of nonwork-based support would moderate job insecurity in predicting life dissatisfaction, i.e., the relationship between job insecurity and life dissatisfaction becomes stronger for individuals with low

support.
levels of nonwork-based support and weaker for those with high levels of nonwork-based support. Thus, we hypothesized:

Hypothesis 4: Nonwork-based support moderates the relationship between job insecurity and life dissatisfaction. The relationship becomes stronger when nonwork-based support is low and weaker when nonwork-based support is high.

Sample and Procedure

A pilot study was conducted with a group of evening MBA students (n = 40) at a large state university to elicit feedback regarding the clarity of the instructions and questions in the instrument and the overall presentation of the questionnaire. The sample was invited to consider the internal consistency of the scales. The comments and suggestions obtained from the pilot study served as a basis for fine-tuning the presentation of the questionnaire.

Data for the main study were collected through a mail survey to MBA graduates of a northeastern university in the U.S. The final questionnaire package consisting of the cover letter, survey instrument, and a pre-postage paid return envelope to the researcher was mailed to 600 respondents. Of these questionnaires, 246 surveys were returned. Six of the returned surveys were not usable as the respondents indicated that they were not employed or had retired at the time of the study. The remaining 240 surveys were included in the final data analysis. A follow-up mailing was done 4 weeks after the first mailing. An additional 66 usable surveys were received from the follow-up mailing. In all, 306 usable surveys were obtained, thus, yielding a final response rate of 51%. This response rate is relatively lower than those reported in other studies in the field of Organizational Behavior, which deal with less sensitive topics, e.g., leadership, job satisfaction. A plausible explanation for the relatively lower response rate is that job insecurity is generally a highly sensitive topic and people may become reluctant to be involved in studies dealing with such a topic. Other researchers (e.g., Lahey, 1984) have encountered similar difficulty in eliciting participation from organizations and individuals in studies investigating job insecurity, hence yielding relatively low response rates in their studies too.

Instrumentation

Items measuring the variables in this study were derived from an extensive review of the literature on job insecurity, social support, and occupational stress. Wherever possible, scales that operationalized concepts were adopted from past research where psychometric properties were established. In addition, multiple measures were used to tap construct.
it has been extensively used in the organizational behavior literature. Descriptive statistics and psychometric data on this scale have been published by Hackman and Oldham (1975, 1980). The items on this scale were range from (1) Disagree strongly to (7) Agree strongly. Three of the items on this scale were reverse scored to yield a measure of job dissatisfaction. In the present study, the five items yielded a Cronbach alpha of 0.84.

Noncompliant Job Behavior. Noncompliant job behaviors were comprised of subscales representing unfavorable job behaviors, lateness, and absenteeism. The choice of measure to tap this construct was guided by theoretical and practical considerations. Although the literature on organizational citizenship behavior (OCB) has yielded scales to tap noncompliant job behavior, these scales were not selected for the present study because in the original OCB studies, most of the researchers used supervisor's reports of the employees' engagement in these behaviors (e.g., Puffer, 1987). While supervisor's reports of employees' behavior are advantageous in that they minimize the problem of common-method variance, they may also present problems. Solor (1991) argued that much of the deviant behaviors in organizations occur without the knowledge of the supervisor and as such self-reported admissions of the employees that they engaged in such behaviors may be more desirable. Thus, the scales available in the OCB literature may not be appropriate for the present study.

In this study, noncompliant job behaviors were assessed through self-report measures. Self-reported measures of employee deviance have been commonly and successfully used in research on employee deviance in organizations (e.g., Boye & Solor, 1993; Solor, 1999; London House & the Food Marketing Institute, 1991). In her study on employee deviance, Solor (1999) used self-reported measures of employee deviant behaviors. She found that 94% of 234 supermarket employees admitted to some type of employee deviance, ranging from less costly (e.g., tardiness) to very severe on the job theft and counterproductivity (e.g., often stealing cash or merchandise). Similarly, a study by London House and the Food Marketing Institute using self-reported measures found that 95% of supermarket employees admitted to some employee deviance. Based on the success with which self-reported measures had been used in previous studies on employee deviance, the present study also adopted self-reported measures on noncompliant job behaviors. In addition, our measures of noncompliant job behaviors involved employee counterproductive behaviors which are not very severe (e.g., tardiness, putting in less efforts at work, disinterest in one's work) and so we feel that individuals would feel less inhibited to admit that they engaged in such behaviors.

In line with the considerations listed above, noncompliant job behaviors were measured by an aggregation of behaviors taken from the scale developed by Henne (1987). Henne's scales consisted of a set of behaviors engaged by employees in response to dissatisfying work conditions. A total of 15 items were used to assess noncompliant job behaviors. Examples of these items include "being late for work," "spending time in idle conversation instead of working," and "putting in less work effort than required." The reliability of the scale was assessed and found to be 0.87. In the present study, the Cronbach alpha for this scale was 0.72.

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health, and community they live in. The original War et al.'s scale consisted of 16 items, five of which were excluded from the present study because they were not relevant to the present topic. Examples of these five items include satisfaction with the present government in Britain, freedom and democracy in Britain, and the state of law and order in Britain today. The 11 items which were included to assess life dissatisfaction were scaled on a 5-point scale with anchors ranging from 1 (very dissatisfied) to 5 (very satisfied). In the data analysis, responses on this scale were reverse-scored such that a high score indicated a high level of life dissatisfaction. The 11 items used in the study yielded a Cronbach alpha of 0.84.

The job insecurity scale developed by Kinnear and Loacker (1990) in their study on how individual items in this scale were anchored from 1 (not at all) to 5 (a great deal). The Cronbach alpha for this scale was 0.94.

Results
The mean age of the respondents was 37 years. Sixty-eight percent of the respondents were male; 32% were female. Seventy-one percent were married. The respondents had an average job tenure of 7 years. The mean number of hours worked per week was 37.6 hours (SD = 9.8). However, the mean number of hours actually worked was much higher, i.e., 46.8 hours (SD = 8.1).

Table 1 contains the means, standard deviations, and reliabilities of the scales used to assess the variables in this study. As shown in this table, the reliability coefficients of all scales are rather high, ranging from 0.80 to 0.94. The Pearson product-moment correlations of the predictors, criterion and moderator variables are also shown in this table. An examination of the correlation matrix reveals that all the criterion variables are significantly correlated with job insecurity in the expected direction. Consistent and Loacker (1990), Van Mulders et al. (1991), and Addink (2000) have shown that the correlation is 0.46. In addition, the correlation between job insecurity and the dependent variable (job satisfaction) is significant (r = 0.73), indicating that the between-person variance in job satisfaction is explained by job insecurity (r = 0.73).
### Table II. Results of Moderated Regression Analysis

<table>
<thead>
<tr>
<th>Outcome</th>
<th>$R^2$</th>
<th>$\Delta R^2$</th>
<th>$F_{ch}$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work-based support as moderator</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(i) Job dissatisfaction</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A. JI + WBS</td>
<td>0.30</td>
<td>0.40</td>
<td>6.90***</td>
</tr>
<tr>
<td>B. JI + WBS + J2(WBS)</td>
<td>0.40</td>
<td>0.01</td>
<td>6.90***</td>
</tr>
<tr>
<td>(ii) Proactive job search</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A. JI + WBS</td>
<td>0.32</td>
<td>0.22</td>
<td>3.61</td>
</tr>
<tr>
<td>B. JI + WBS + J3(WBS)</td>
<td>0.23</td>
<td>0.01</td>
<td>3.61</td>
</tr>
<tr>
<td>(iii) Noncompliant job behaviors</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A. JI + WBS</td>
<td>0.16</td>
<td>0.16</td>
<td>8.6</td>
</tr>
<tr>
<td>B. JI + WBS + J4(WBS)</td>
<td>0.18</td>
<td>0.02</td>
<td>8.6</td>
</tr>
<tr>
<td>Nonwork-based support as moderator</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(i) Job dissatisfaction</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A. JI + NWBS</td>
<td>0.38</td>
<td>0.38</td>
<td>6.22***</td>
</tr>
<tr>
<td>B. JI + NWBS + J2(WBWS)</td>
<td>0.38</td>
<td>0.02</td>
<td>6.22***</td>
</tr>
</tbody>
</table>

**Note:**
- JI = job insecurity, WBS = work-based support, J2(WBS) = interaction of job insecurity and work-based support, NWBS = nonwork-based support, J2(WBWS) = interaction of job insecurity and nonwork-based support.
- *$p < 0.05$.
- **$p < 0.01$.
- ***$p < 0.001$.

### Moderating Effects of Work-Based Support and Nonwork-Based Support

Moderated regression analyses were used to examine the moderating effects of work-based support on the relationships between job insecurity and the various work-related outcomes as posited in the research hypotheses.

A summary of the results of moderated regression analyses is shown in Table II. As shown in this table, work-based support significantly moderated the relationships between job insecurity and (i) job dissatisfaction, (ii) proactive job search, and (iii) noncompliant job behaviors. The gains in the amount of variance explained were 0.01, 0.01, and 0.02, respectively.

To determine whether the patterns characterizing the interactions conformed to the directions proposed in the research hypotheses, separate regressions of job dissatisfaction, proactive job search, and noncompliant job behaviors were performed respectively on job insecurity for respondents who perceived low levels of work-based support and for respondents who perceived high levels of work-based support. The low and high distinction was defined as scores on work-based support which fell one standard deviation above and below the mean of the scores on work-based social support. This procedure was recommended by Cohen and Cohen (1963) for all interaction cases.

Figure 1 depicts graphically the interaction effect of work-based support on the relationship between job insecurity and job dissatisfaction. The interaction is ordinal in nature. As shown in the figure, the directions of the relationship are in line with that proposed in Hypothesis 1 in that the slope of the regression line of job dissatisfaction on job insecurity for low work-based support is steeper than the slope of the regression for high work-based support. Thus, consistent with Hypothesis 1, we conclude that work-based support has a stronger relationship between job insecurity and job dissatisfaction for those who perceived low levels of work-based support and weaker, less consistent relationship for those who perceived high levels of work-based support.
Figure 2 revealed that consistent with Hypothesis 2, the relationship between job insecurity and noncompliant job behaviors was weaker for those who perceived high levels of work-based support across the range of job insecurities, compared to those who perceived low levels of work-based support. The graph in Fig. 2 depicted an ordinal interaction. Figure 3 showed the interaction effect for Hypothesis 3. The graph indicated a disordinal interaction. Based on this graph, it can be inferred that work-based support does not act as a buffer in the relationship between job insecurity and noncompliant job behaviors at low levels of job insecurity. However, at higher levels of job insecurity, individuals who perceived high levels of work-based support were less likely to engage in noncompliant job behaviors than individuals who perceived low levels of work-based support. The slope of the regression line of noncompliant job behaviors on job insecurity for low work-based support was steeper than the slope of the regression line for high work-based support, thus lending support to Hypothesis 3.

As in previous hypotheses, moderated regression analysis was used to test for Hypothesis 4. Table II presents the results of the statistical analyses which supported this hypothesis. The interaction of job insecurity and nonwork support resulted in an increment of 0.02 in the variance explained.

To determine the direction of the interaction, again the results were graphed and shown in Fig. 4. Figure 4 depicts an ordinal interaction. Consistent with our initial prediction, the relationship between job insecurity and life dissatisfaction became stronger when individuals perceived low levels of work-based support and weaker when they perceived high levels of.
Several researchers (e.g., Corinna, 1993) have argued that the test of the interaction term is essentially a very conservative one as it accounts for the variance left over “after the stronger main effects have been partialed out” (Pierce, Gardner, Dunham, & Cummings, 1993, p. 283).

Nevertheless, Chaplin (1991) had noted that even very small interaction effect sizes may be important in the context of a well-articulated theory. Hence, although small, the interaction effects in the present study are theoretically interesting in that they sensitize us to the potential role that supervisors, work colleagues, family, and friends can play in assisting the individuals to alleviate the strains associated with job insecurity.

Exploratory Analyses

While it was not formally put forth in the research hypotheses, moderated regression analyses were performed for work-based support on life dissatisfaction. The moderating role of nonwork-based support for the three work-related outcomes, i.e., job dissatisfaction, proactive job search, and noncompliant job behavior were also examined. The results of moderated regression procedures did not reach statistical significance. One plausible explanation for this is that life dissatisfaction is an outcome which is experienced in nonwork domains and thus such nonwork support may play a more significant role in buffering individuals against this strain associated with job insecurity. On the other hand, job dissatisfaction, proactive job search, and noncompliant job behaviors are outcomes of job insecurity which are experienced in the work domain. As such, work-based support from people who actually undergo and share the same work experiences as the insecure individuals may be of more assistance to individuals in dealing with these outcomes. LaRocco et al. (1980) suggested that “the more specific and focused the type of stress or strain in question, the more likely it is to be affected primarily, or only, by a limited set of sources of support closely related to the stress or strain in question” (p. 714). In line with LaRocco et al.’s suggestion, it stands to reason that since these outcomes of job insecurity are experienced in the work domain, work-based support plays a more important role than nonwork-based support in buffering the individuals against these effects of job insecurity. Work colleagues and supervisors are very influential members of the individual’s role sets at work in that they are physically present at the workplace where the stress originates and hence, may provide relevant advice and guidance to the insecure individual. Work colleagues and supervisors can also immediately reduce or alleviate the strains associated with job insecurity by making the work life of the insecure individuals less unpleasant as a result of the threat of job insecurity.
DISCUSSION AND CONCLUSIONS

The main objective of this study was to examine the moderating effects of work-based support and nonwork-based support on the relationship between job insecurity and several outcomes, namely job dissatisfaction, proactive job search, noncompliant job behaviors, and life dissatisfaction. All the four research hypotheses were supported.

Support from work colleagues and supervisors was found to be significant in helping to buffer the individual against the effects of job insecurity, particularly, work-related outcomes such as job dissatisfaction, job search, and noncompliant job behaviors. Nonwork-based support emerged as a significant moderator of the relationship between job insecurity and life dissatisfaction.

The findings of this study suggest that support derived from others at the workplace can contribute significantly in buffering individuals against job dissatisfaction, proactive job search, and noncompliant job behaviors when their job security is at stake. Equally important is support provided by family and friends which may buffer individuals against negative outcomes such as life dissatisfaction associated with job insecurity. Thus, it is important that researchers and practitioners understand the potential contribution of support provided by work and nonwork sources in alleviating the strains associated with job insecurity.

Previous research has established that the job insecurity experience is imbued with much ambiguity and uncertainty is employees anticipate a curtailment in their job features or a loss of their total job (e.g., Greenhalgh & Jick, 1980). Under such conditions of ambiguity, reduction in communication channels and withdrawal from others at the workplace may be common responses (Erener, 1992). Thus, it may be advantageous that in times of difficulties and job insecurity, efforts are made by managers and organizations to maintain open and honest communication channels between employees and their supervisors as well as work colleagues.

Several limitations are inherent in the present study. First, the cross-sectional design of the study makes it difficult to draw causal inferences due to the limitations of the methodology. One of the advantages of longitudinal research is that it permits an examination of the processes underlying the development of job insecurity over time. Another limitation is that the data collected was largely self-reported and hence some of the observed relationships may be exaggerated due to common-method bias. However, the results of the study showed that the correlations between job insecurity, social support, and the outcomes are modest, suggesting that common method bias may not be a critical problem. In addition, Pierce et al. (1973) argued that common method effects are paralleled out along with the main effects before interpreting the interaction in moderated regression procedures. Since moderated regression procedures were used in the present study, the problem of common-method bias is partially mitigated. Nevertheless, attempts to examine this topic in the future could further address the problem of common-method variance by relying on multiple methods of data collection.

Several issues merit further study. First, future research can increase our knowledge of the buffering effects of social support on job insecurity. Second, the sources of work-based support investigated in this study originated from supervisors and work colleagues. However, as not all support may be expected to be provided by these individuals without social support can also be elicited in more formal ways by House (1981). Social support can also be measured in the organizations, unions, or government agencies. A consistent finding in the organizations, unions, or government agencies. A consistent finding in the organizations, unions, or government agencies. A consistent finding in the organizations, unions, or government agencies. A consistent finding in the organizations, unions, or government agencies. A consistent finding in the organizations, unions, or government agencies. A consistent finding in the organizations, unions, or government agencies. A consistent finding in the organizations, unions, or government agencies. A consistent finding in the organizations, unions, or government agencies. A consistent finding in the organizations, unions, or government agencies. A consistent finding in the organizations, unions, or government agencies. A consistent finding in the organizations, unions, or government agencies. A consistent finding in the organizations, unions, or government agencies. A consistent finding in the organizations, unions, or government agencies. A consistent finding in the organizations, unions, or government agencies. A consistent finding in the organizations, unions, or government agencies. A consistent finding in the organizations, unions, or government agencies. A consistent finding in the organizations, unions, or government agencies. A consistent finding in the organizations, unions, or government agencies. A consistent finding in the organizations, unions, or government agencies. A consistent finding in the organizations, unions, or government agencies. A consistent finding in the organizations, unions, or government agencies. A consistent finding in the organizations, unions, or government agencies.
the organization. A thorough understanding of how social support helps to buffer the individual against the stresses associated with job insecurity can contribute significantly toward the design and implementation of these efforts to build a strong social support system at the workplace.

Job insecurity will continue to be an issue of great concern for a large number of individuals in an era of economic austerity and rapid organizational transformations. It is crucial for managers and researchers to better understand the job insecurity phenomenon as there is a compelling amount of evidence which has established that job insecurity has an impact on the effective functioning of organizations (Greenhalgh & Jick, 1991). Hence, research efforts which seek to add to our understanding of the factors which may help to alleviate the stresses associated with job insecurity can contribute significantly to the design and implementation of organizational interventions to assist individuals in dealing with this form of work-related stress.

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The Company Car Driver: Occupational Stress as a Predictor of Motor Vehicle Accident Involvement

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The relationship between occupational stress and work accidents has increasingly become the focus of research attention. However, few studies have modelled the "fallout" effect of work-related stress on employee behavior outside the specific work domain. This article reports the findings of our study to investigate the possible effects of occupational stress on the incidence of road accidents among company car drivers. Using motor vehicle claims data, stress levels were compared between accident-free (ACC) and accident-involved (ACI) drivers of a large car fleet operated by an international retailing organization. Comparisons were also made between different divisional and company units within the organization. Despite the relatively small sample size (n = 236) and the retroperspective limitations of the study, the findings would indicate that occupational stress is a role in predicting accident rates among company car drivers. It is suggested that a stress management initiative aimed at stress reduction and the improvement of individual coping skills may yield an important contribution in reducing motor vehicle accidents.

KEY WORDS: occupational stress; accidents; company car drivers; stress reduction.

INTRODUCTION

Human factors play a significant role in accident causation. According to the Transport and Road Research Laboratory, human factors are responsible for 65% of all U.K. road accidents. In contrast, less than 6% of accidents can be accounted for exclusively by vehicle-related conditions. With an estimated 50 million workers within the European Community, travelling to work by car each day (Pickup & Di Martino, 1987), the frequency and

BIODIGRAPhICAL NOTES

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