

Relationship Between the Perception of Job Insecurity and Adjustment Among Employees of Process Production Unit

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ABSTRACT

The purpose of this study is to look at the relationship between job insecurity and employee adjustment at KIOCL, Kudremukh. A random sample of 50 employees was chosen. The participants were given an Information schedule, Job Insecurity scale, and the Bell's Adjustment Inventory, which evaluated their home, health, social, emotional, occupational, and total adjustment. According to the findings of this study, there is a low degree of correlation between job insecurity and adjustment.

Keywords: *Job Insecurity, Adjustment, Downsizing, Gender.*

Downsizing, layoffs, re-engineering, reshaping, force reductions, mergers, and early retirement are all examples of downsizing. In the last two decades, the terms "outplacement" and "replacement" have become popular vocabulary around the world to describe these increasingly recognisable trends. As a result of the economic downturn, businesses have struggled to stay afloat.

The topic of losing and changing employment has become widespread. There is no one-size-fits-all solution that will work for every organisation or circumstance. However, one or more of a number of issues, such as lost market share, increased international and domestic rivalry, rising labour costs, outmoded plant and technologies, and inefficient managerial practises, are frequently blamed. As a result of these considerations, management has decided to shrink down, re-engineer jobs, and change the psychological contract between the employer and the employee.

The purpose of this study is to look at the job insecurity and adjustment experiences of the employees of K IOCL, Kudremukh in order to see if there is a relationship between job insecurity and adjustment.

Job Insecurity

Individuals have a need for safety or security, according to Maslow (1954), Herzberg, Mauser, and Snyderman (1959), and Super (1957). Individual workers perceive security when they have a permanent employment or when they have control over the tasks they

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accomplish on the job. On the other hand, with the increased focus on downsizing, layoffs, and mergers, more researchers have begun to investigate the concept of job insecurity. Greenhalgh and Rosenblatt (1984) define job insecurity as "perceived powerlessness to maintain desired continuity in a threatened job situation."

A job in security is regarded as a stressor that introduces a threat that is interpreted and responded to by an individual. This threat may be interpreted and responded to in a variety of ways, including decreased effort to perform well, feeling ill or below par, seeking employment elsewhere, increased coping to deal with the threat, or seeking more colleague interaction to buffer feelings of insecurity.

The concept of cognitive assessment was central to psychological stress. Regardless of the degree of the threat, the incidence of psychological stress is determined by the individual's own assessment of the threatening circumstance (Lazarus and Folkman 1984). Organizations have a variety of alternatives to downsizing, layoffs, and force reduction. Compassionate behaviour that demonstrates that management understands the difficulties that job loss, future job uncertainty, and ambiguity can cause is a crucial first step. Reduced work weeks, salary reduction across the board, appealing early retirement packages, retraining existing staff, and voluntary layoff programmes are all options that can be utilized (Wexley and Silverman 1993).

Adjustment

Regulating, adapting, or settling are all terms used to describe the process of adjustment. Human behaviour is deliberate. They are aimed towards achieving certain objectives or meeting a certain demand. If there is harmony among an individual's wants and aspirations, he is considered to be well-adjusted in his environment. It is the balance of the internal and exterior worlds. The term "psychological adjustment" refers to how a person interacts with his or her surroundings. The person who is adjusted and considers it is fortunate. As a result, every individual, large or tiny, elderly or young, is confronted with a problem of adjustment that begins at birth and continues until death. The issue of adjustment is both external and internal in nature. The difficulty of adjustment is about finding a balance between an individual's requirements and their fulfilment. The fight for adjustment is a constant in life.

Definition

Adjustment is a type of organisational behaviour. In growing up and ageing, life situation at home, school, and work is a course of behaviour and individual followers in relation to the internal external and social environment. For this study, adjustment is a satisfactory relationship between the individual and the environment, which includes four areas of adjustment: home, health, social, and emotional adjustment.

The term "adjustment" is frequently used interchangeably with "accommodation" and "adaptation" (Monroe).2007). It's utilised to emphasise a person's fight to exist in his or her social and physical surroundings. The process through which one balances needs and obstacles in his or her environment is known as adjustment. It is derived from the Latin word ad -justare.

REVIEW OF LITERATURE

Marjorie Armstrong-Stassen (2006) The factors that influence how managers deal with downsizing in their companies. Volume 55 (1) of Applied Psychology: An International Review: 1-26

Managers from two shrinking federal government departments took part in a longitudinal panel study that looked at the link between pre-downsizing coping resources, coping restrictions, and coping techniques assessed during the downsizing period. The association between coping resources and coping methods was mediated by coping limits. Individual and organisational coping resources were linked to a more favourable assessment of the coping restrictions, which in turn influences the use of control warrant control oriented and escape coping methods.

Bohets, Katrien, De Witte, Hans (2006). Does coping affect the relationship between job insecurity, well-being, and job satisfaction.

The effects of job insecurity, both quantitative and qualitative, on well-being and job satisfaction are examined. Quantitative job insecurity refers to the continuity of the actual job, whereas qualitative job insecurity refers to the continuity of a valued job characteristic. The relationship between both types of insecurity and emotion focused coping is investigated, as well as the moderating role of problem focused coping in the relationship between job insecurity, satisfaction, and well-being. As one might predict, job insecurity is linked to an increase in avoidance and a decrease in problem-focused coping behaviours. The link between work stability, satisfaction, and well-being is not moderated by problem-focused coping.

Statement of the Problem

To study the relationship between job insecurity and adjustment among the employees of KIOCL.

Objectives

The specific objectives of the study are

1. To study the level of job insecurity and adjustment of employees of KIOCL.
2. To study the relationship between the level of job insecurity and adjustment of employees of KIOCL.

Hypothesis

H1: There is a significant relationship between job insecurity and adjustment among employees of KIOCL.

H2: There is a significant gender difference in the level of job insecurity and adjustment among employees of KIOCL.

Sample Design

A sample of 50 (30 male and 20 female) participants were considered in the present study. The reason for the uneven distribution of the gender is due to non-availability of the same. The sample for the study was collected from Kudremukh iron ore Company Limited Kudremukh. The age varies from 30 to 60 years. The sample was collected randomly from various departments in the company. To collect the relevant information necessary for the study, KIOCL Kudremukh was approached. The company was first given application form

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asking their permission to collect data from the company. They were assured that all information collected from them would be kept confidential and would be used only for the research purpose. Information was collected within a period of two weeks.

Data collection

Simple random sampling method was used in the present study. A brief introduction about the study was given and their cooperation was sought. A friendly atmosphere was created, wherein the individual felt comfortable with the investigator, so as to provide her with the necessary information.

The data collection was done in two phases.

Phase 1

Biodata or personal profile and job insecurity questionnaire was distributed and obtained the data.

Phase 2

Bell's adjustment inventory was administered.

Assessment tools

- Job insecurity scale.
- Bell's Adjustment Inventory

The following are the different areas of adjustment:

- Home Adjustment
- Health Adjustment
- Social Adjustment
- Emotional Adjustment
- Occupational Adjustment

RESULTS AND DISCUSSION

The aim of the present study was to identify the relationship between job insecurity and Adjustment of the employees of KIOCL. The sample of 50 employees, aged 31 to 60 years were selected for this study. Data was collected using information schedule, job insecurity scale and Bell's adjustment inventory. The information collected from the questionnaires was grouped so as to fulfil the objective of the study. Data was scored and subjected for the statistical analysis. Multiple regression, T test for significance of correlation coefficient, T test for difference of means were used in the study.

Gender	Job Insecurity		Home		Health		Social		Emotional		Occupational		Total	
	Mean Score	INTP	Score	INTP	Score	INTP	Score	INTP	Score	INTP	Score	INTP	Score	INTP
Male	2.84	Low	3.84	Good	3.58	Good	10.71	Avg	5.29	Good	5.68	Avg	29.10	Avg
Female	4.11	Mod	4.42	Avg	4.11	Good	12.32	Avg	8.37	Avg	9.79	Avg	39.74	Avg
Total	3.47	Mod	4.13	Good	3.84	Good	11.51	Avg	6.83	Avg	7.73	Avg	34.42	Avg

The level of adjustment is assessed using BAI. The mean score obtained by the male employees with regard to home adjustment is 3.84, indicating good home adjustment and female employees have obtained a mean score of 4.42, indicating average home adjustment. On the whole, the employees have obtained a mean score of 4.13, indicating good home adjustment.

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The mean score obtained by the male employees with regard to health adjustment is 3.58 and female employees have obtained a mean score of 4.11, both the scores, indicating good health adjustments. On the whole, the employees have obtained a mean score of 3.84, indicating good health adjustments.

The mean score obtained by the male employees with regard to social adjustment is 10.71, and the female employees have obtained a mean score of 12.32, both the scores indicating average level of social adjustments. On the whole, the employees have obtained a mean score of 11.51, indicating average social adjustments.

The mean score obtained by the male employees with regard to emotional adjustment is 5.29, indicating good emotional adjustment and the female employees have obtained a mean score of 8.37, indicating average emotional adjustment. On the whole, the employees have obtained mean score of 6.83 indicating average emotional adjustments.

The mean score obtained by the male employees with regard to occupational adjustment is 5.68, indicating good occupational adjustment and the female employees have obtained a mean score of 9.79, both the scores indicating average occupational adjustment. On the whole, employees have obtained mean score of 7.73, indicating average occupational adjustments.

The mean score obtained by the male employees with regard to total adjustment is 29.10, and the female employees have obtained a mean score of 39.74, both the scores indicating average level of total adjustment. On the whole, employees have obtained mean score of 34.42, indicating average total adjustment.

A-Relationship between Job Insecurity and Adjustment

Table 4.2 Correlation value on Job Insecurity and Adjustment Score:

Variables	Mean	No Of Subjects	'r' Value
Job Insecurity	3.68	50	0.26
Adjustment	11.04	50	Low Degree of Correlation

In order to test the hypothesis, that there is significant relationship between job insecurity and adjustment, 'r' value is calculated. The obtained 'r' value of 0.26 indicates very low degree of relationship between Job Insecurity and Adjustment, which is statistically not significant.

However, the result of the present study contradicts with the findings of the study conducted by Vance et al (1988), who concluded that feeling of job insecurity or security would be related to Psychological Adjustments and job performance. However, the relationship appeared to be fairly complicated, contingent on other perception and employee characteristics. In general, employees who reported feeling insecure in their present job and who felt that it would be difficult to find a comparable job elsewhere experienced more psychological difficulties than did employees who reported job security.

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B- Gender Differences

Table 4.3 't' value showing gender differences on job Insecurity and Adjustment:

Variables	Mean		S.D.		No Of Subjects		'T' Value	Interpretation
	Male	Female	Male	Female	Male	Female		
Job Insecurity	2.88	4.11	1.97	2.33	30	20	7.23	Significant ** P<0.01
Adjustment	29.10	39.74	12.03	15.24	30	20	1.58	Significant * P<0.05

* $p < 0.05$ Significant at 5% level

** $p < 0.01$ Significant at 1% level

To know if the level of job insecurity and adjustment differ significantly in male and female employees, 't' values were calculated. The obtained 't' value of 7.23 is significant at 0.01 level of probability, indicating that there is significant gender difference in the level of job insecurity. The present study further reveals that, the level of job insecurity is low among male employees and moderate among female employees.

The result of the present study supports the findings of the study conducted by Naswall Dewitte (2003), which provide empirical evidence that women higher level of job insecurity than men.

However, the result of the present study contradicts with the findings of the studies conducted by Kinnunen et al (1999) who concluded that, men tend to report higher levels of Job Insecurity than women. This has been explained by the suggestion that tradition values may prompt men to experience higher levels of job insecurity than women, since this role traditionally requires men to be bread winner of the family. The issue of how gender influences job insecurity perceptions is, however, not yet settled.

Further analysis was done to find out the gender difference in the adjustment level to verify the hypothesis that there is a significant gender difference in the adjustment level 't' value was calculated. The obtained 't' value of 1.58 is significant at 0.05 level, indicating that, there is significant gender differences in the level of adjustment. The present study further reveals that, the level of adjustment is average among male and female employees.

CONCLUSIONS

The main conclusions for the present study are:

- The present study does not confirm the hypothesis that there is significant relationship between Job Insecurity and Adjustment.
- It confirms the hypothesis that, there is significant gender difference in the level of Job Insecurity and Adjustment.

The present study has the limited knowledge regarding the long-term effects of Job Insecurity and in terms of how consequences develop over time. It is likely that, those who experience job insecurity over a long time will be more negatively affected as compared to those whose uncertainty perceptions are less enduring (Heaney et al, 1994). The issue of time frame between points of measurements may also be crucial in this respect, since some stress reactions develop soon after the initial exposure to the stressor, and may or may not diminish over time, while others are manifested after a long period of time (Beehr et al, 1996).

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Limitations of the present study

The following are the major limitations of the present study,

- Sample in the age group of 31 to 40 years was very small.
- The distribution of the gender was uneven due to unavailability.

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Conflict of Interest

The author declared no conflict of interest.

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