Job Insecurity, Emotional Exhaustion and Employee Motivation among Employees in Health

Facilities in Kampala District

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# Declaration

I Nasasira Leah declare that this is my original work and has never been submitted to any University or academic institution for any academic award

Signature ..................................... Date...16/01/23........

Nasasira Leah

# Approval

I Dr. Martin Baluku certify that this research proposal has been developed under my supervision and is being submitted to the school of psychology as part of the requirements for the award of masters of organizational psychology of Makerere University.

Signature................................................... Date 16.01.2023

Dr. Martin Baluku

## **Dedication**

I dedicate this dissertation to, my late sister Nahurira Ritah, for your loving, unconditional support and understanding.

May your beautiful soul keep resting in peace.

**Acknowledgement**

First and foremost, I would like to thank the Almighty God for seeing me through the entire course and more so through this research project.

Sincere gratitude is expressed to the health facilities that provided a platform for this research, and to the willing participants who availed their precious time to provide me with their honest opinions by completing the questionnaires.

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**Abstract**

Job insecurity is one of the top concerns in the contemporary workplace, which significantly affects emotional exhaustion and employee motivation. Thus, this study set out to establish the relationship between Job insecurity, emotional exhaustion and employee motivation in health facilities. The study was undertaken at Mulago hospital, Kawala hospital, Uro care hospital, Kololo hospital and Marie Stopes hospital using a self-administered questionnaire that was distributed to a sample of 236 employees of the health facilities. The data was entered in a computer and analyzed using the Statistical Package for Social scientists (SPSS). Hypotheses 1, 2 and 3 were verified using the Pearson Product Moment Correlation and the fourth hypothesis was tested using tested with model of 4 Hayes's PROCESS macro (Version 4.1) based on certain conditions that described the data. From the study it was concluded that Job Insecurity and Emotional exhaustion are significantly related. It was also concluded that there is a relationship between Job insecurity and employee motivation, there is relationship between emotional exhaustion and employee motivation and that emotional exhaustion doesn't not mediate the relationship between job insecurity and employee motivation among employees in the different health facilities. A number of recommendations were made after the study and these included; organizations can increase staff motivation, decrease emotional exhaustion and hence increase the feeling of employees feeling secure about their jobs by involving their employees in staff capacity building trainings and issuing written contracts to employees.

**Chapter One**

**Introduction**

**Background**

The current economic slowdown in the world today has caused significant problems with employment in various economic sectors worldwide. This is accompanied by high job insecurity (Burke et al., 2015). Job insecurity involves concerns on loss of some aspects of the job, which is known as qualitative job insecurity and concerns over the continuity of the job or fear of losing the job, which is known as quantitative job insecurity (Vander Elst, Richter, et al., 2014). For example, in the United States of America, unemployment increased by 1.4 million people in the first week of COVID-19 pandemic was reported in the country; and by April 2020, job loss and unemployment rates had reached the highest since the great economic recession of 2008 (Coibion et al., 2020; Wilson et al., 2020).

The rates of job insecurities are constantly on the rise in almost all the sectors of every country's economy due to various factors, most notably, wars, diseases (Hasan Kilic, 2017) and the COVID-19 shock. For example, in Uganda it caused a sharp contraction of the economy to its slowest pace in three decades. Household incomes fell when firms closed and jobs were lost, particularly in the urban informal sector. The country's Gross Domestic Product contracted by 1.1 percent in 2020, and is estimated to have recovered to 3.3 percent during the 2021 fiscal year (worldbankreport, 2021). The rates of job insecurity were associated with serious depressive symptoms and exhaustion , (Wilson et al., 2020), which in return left most employees demotivated.

Emotional exhaustion occurs when an individual's emotional resources are so depleted that they feel they no longer have anything to give psychologically to others (Maslach & Jackson, 2017). Additionally, it has been described as a chronic state of depleted emotional resources that results from being insecure about your job (Wright & Cropanzano, 2015). A

recent study by the International Council of Nurses found that emotional exhaustion rates in Nursing were 40 percent before the pandemic and now the figure has grown to 70 percent (Bartholomew, 2021). Emotional exhaustion has been linked to a number of negative work-related, physiological, and psycho-social outcomes. When considered in the context of burnout, emotional exhaustion can lead to lower quality of self-care by staff, absenteeism and low morale (Cropanzano, Rupp & Byrne, 2017).

In the workplace most employees need motivation to feel good about their jobs and perform optimally. Some employees derive motivation from recognition and rewards  (Gray, 2000)  while others are motivated by individual work context and differences, which promotes the feelings of competence, relatedness, and autonomy (Saks, 2016). Motivation levels within the workplace have a direct impact on employee productivity (Franken, 2006). Workers who are motivated and excited about their jobs carry out their responsibilities to the best of their ability and production numbers increase as a result. Unmotivated employees are likely to spend little or no effort in their jobs, avoid the workplace as much as possible, exit the organization if given the opportunity and produce low quality work (Caruth, 2016). On the other hand, employees who feel motivated to work are likely to be persistent, creative and productive, turning out high quality work that they willingly undertake (Vinay Chaitanya Ganta, 2014).

Job insecurity is subjective and although employees are exposed to similar situations, they may react in different ways when uncertainty about their future occurs(Chan, 2020) Research revealed that the anticipation of potential job loss can cause emotional exhaustion among workers, which can have short-term negative effects on employees' work attitudes such as motivation (De Witte, Pienaar & De Cuyper, 2016; Sverke, Hellgren & Näswall, 2018).

**Problem Statement**

The current economic slowdown has profoundly affected the labor market worldwide. This has created a wave of economic, health, technological, and societal, upheavals that have increasingly undermined the concept of secure employment. Employees are no longer as motivated to work because of mental and emotional fatigue that is the result of the perceived fear of losing their current employment. Failure for management to handle issues of job insecurity will most likely result into high rates of emotional exhaustion and demotivation among employees and there will be negative outcomes on everything they engage in at the workplace leading to employees being detached from the work, low concentration levels and less productivity.

**Purpose**

The purpose of this study was to examine the relationship between job insecurity, emotional exhaustion and employee motivation.

**Objectives**

1. To establish the relationship between job insecurity and employee motivation.

2. To establish the relationship between job insecurity and emotional exhaustion.

3. To examine the relationship between emotional exhaustion and employee motivation.

4. To examine whether employee exhaustion mediates the relationship between job insecurity and employee motivation.

**Scope**

The study was conducted at various health facilities in Kampala district that is Mulago hospital, Kawala hospital, Uro care hospital, Marie Stopes and Kololo hospital. This is because Kampala district has the largest number of both private and public hospitals and most of the

workers in health facilities are experiencing some aspects of job insecurity. The sampling scope was employees in health facilities in Kampala district

The content scope focused on job insecurity, emotional exhaustion and employee motivation.

Job insecurity is defined by (Pienaar & De Cuyper, 2016) as a sense of powerlessness to maintain desired continuity in a threatened job situation. According to Hellgren, Sverke and Isaksson (2016), job insecurity can be divided into two types; Quantitative job insecurity refers to employees' concerns regarding the prospects of the present job whereas Qualitative job insecurity refers to employees' fear of reduced quality in the work relationship such as concerning aspects such as features of the job, career progression and salary increases. Job insecurity can as well be defined as a subjective experience generated from the evaluation and interpretation of the individual's current job (Sverke, 2018).

Emotional exhaustion refers to the exhaustion dimension of the exhaustion and is defined as the decrease in the emotional and physical resources of the individual (Maslach, 2017). Maslach classifies burnout as emotional exhaustion of one's while working and depersonalization to other people, and decrease in personal success as a result. Maslach noted that the most important of these three dimensions (emotional exhaustion, depersonalization and reduced personal, accomplishment) is the emotional exhaustion because people often emphasize emotional exhaustion when they talk about themselves or others' burnout. Emotional exhaustion is the key point of the concept of burnout and is the dimension that best describes the concept. Emotional exhaustion is the first stage of the exhaustion according to the classification made by Maslach. In other words, the emotional exhaustion of the person comes out before the other two dimensions of burnout that are the depersonalization of the person to other individuals (colleagues, customers) and the decline in personal success.

Employee motivation refers to the arousal, direction and persistence of behavior (Franken, 2006). Employee Motivation comes in two types; intrinsic and extrinsic motivation. Intrinsic motivation is defined as the driving desire of an individual to put full effort into a task in the absence of external controls. Intrinsic motivation is driven by individual work context and differences, which promotes the feelings of competence, relatedness, and autonomy (Saks, 2016). Extrinsic motivation is motivation that comes from things or factors that are outside the individual (Gray, 2000). For example, being motivated to work hard at the office because you are looking for a promotion is a type of extrinsic motivation. Social recognition, money, fame, competition or material achievements are all examples of extrinsic motivation.

**Significance**

The study will aid employers on the best way to handle the low levels of motivation among their employees through the various methods written about in the research write up. Many instances in the word of work today employers tend to exhibit ignorance about certain factors and behavior among employees and then they instead blame it on the human resources managers. The write-up will act as a call for the general management at the workplace to solve all arising issues under motivation.

It will be used in policy formation by management in these health facilities as it will highlight the different reasons why employees feel insecure about their job and the measures of handling the problem. The research will lay out a highlight of issues to handle when forming policies at the workplace to help employees feel secure about their jobs so as to get the best out of each and every employee at the workplace.

It will furthermore be used by researchers to broaden the relationship between these variables as, of today, little or no content has been made available to tackle the problems among these variables. Through research, future writers will us the article to their benefit to better

understand the relationships between these variables to add or throw more light on the relationships.

The study will be used by human resources practitioners to better understand the different causes of emotional exhaustion among employees and how they're connected to job insecurity. Human resource managers will freely use the research write-up to manage issues of emotional exhaustion through the various ways portrayed in this article which will in turn help manage feelings of job insecurity.

The research study will be used by the employers in curbing down emotional exhaustion among themselves and also set measures of motivating the less motivated employees in the organization. Through the various measures of managing emotional exhaustion by various writers in the article, employees will freely be able to manage the problem easily so as to stay focused on job and also get motivated in the long-run as to meet company and organizational goals.

**Conceptual Framework**

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┌─────────────────────────┐      ┌─────────────────────────┐      ┌─────────────────────────┐
│ Job Insecurity          │      │ Emotional Exhaustion    │      │ Employee Motivation     │
│ Quantitative job        │─────▶│ -Fatigue                │─────▶│ -Extrinsic motivation   │
│ insecurity              │      │ -Depression             │      │ -Intrinsic motivation   │
│ -Qualitative job        │      │                         │      │                         │
│ insecurity              │      │                         │      │                         │
└─────────────────────────┘      └─────────────────────────┘      └─────────────────────────┘
        │                                                                       ▲
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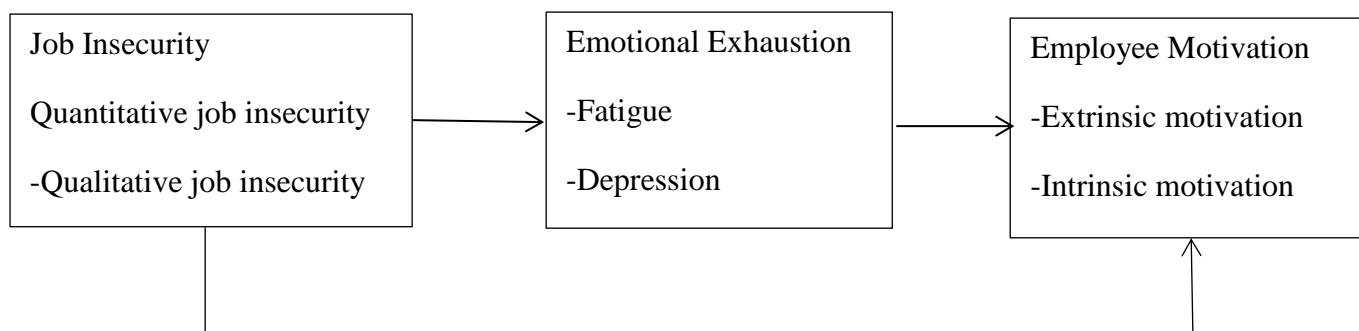
Figure*1. The Conceptual framework showing the relationship between job insecurity, emotional exhaustion and employee motivation derived from reviewed literature.*

Job insecurity enhanced emotional exhaustion. High rates of job insecurity lead to increased rates of emotional exhaustion among employees in health facilities as employees

have tension and are unsettled about how safe their jobs are. However, high job security rates lowered the rates of emotional exhaustion among employees as they feel part of the organization for as long as they possibly can.

Emotional exhaustion affected the level of motivation among employees in the health facilities. High levels of emotional exhaustion led to low levels of motivation among employees whereas low levels of emotional exhaustion into high levels of motivation among employees in health facilities.

Job insecurity directly affected motivation among employees in health facilities. High rates of job insecurity lead to decreased levels of employee motivation whereas low levels of job insecurity lead to high rates of motivation among employees in health facilities.

Emotional exhaustion does not mediate the relationship between job insecurity and employee motivation. Low levels of emotional exhaustion lead to high levels of motivation even if employees are not sure about the future of their employment and high levels of emotional exhaustion lead to demotivation due to high levels of job insecurity which leave most employees stressed and fatigued leading to demotivation.

**Chapter Two**

**Literature Review**

This chapter presents the theoretical frame work and research findings of previous researchers and what they found on the variables studied in this research. The research findings are explanations on the existence of relationships between job insecurity and emotional exhaustion, emotional exhaustion and motivation, job insecurity and motivation and emotional exhaustion as a mediator of the relationship between job insecurity and motivation among employees of various health facilities.

**Self Determination Theory**

Self-determination theory (SDT) is a metatheory of human motivation and personality development (Ryan & Deci 2000). It is thought of as a metatheory in the sense that it is made up of several "mini-theories" which fuse together to offer a comprehensive understanding of human motivation and functioning of (Standage & Ryan, 2020). SDT is based on the fundamental humanistic assumption that individuals naturally and actively orient themselves toward growth and self-organization. In other words, people strive to expand and understand themselves by integrating new experiences; by cultivating their needs, desires, and interests; and by connecting with others and the outside world (Ryan, 2018).

SDT also asserts that this natural growth tendency should not be assumed and that people can become controlled, fragmented, and alienated if their basic psychological needs for autonomy, competence, and relatedness are undermined by a deficient social environment (Deci & Ryan 2014). In other words, SDT rests on the notion that the individual is involved continuously in a dynamic interaction with the social world at once striving for need satisfaction and also responding to the conditions of the environment that either support or thwart needs. As a consequence of this person environment interplay, people become either engaged, curious, connected, and whole, or demotivated, ineffective, and detached (Russel and

Bray 2010). The theory comprises of six mini-theories including the cognitive evaluation theory, the organismic integration theory, the causality orientations theory, the basic psychological needs theory, the goal content theory, and the relationships motivation theory (Lisa, 2017).

All the six theories emphasize the idea of basic psychological needs; all individuals strive for and need autonomy (the need to feel free and self-directed), competence (the need to feel effective), and relatedness (the need to connect closely with others) in order to flourish and grow(Deci & Ryan, 2000; Ryan et al., 2008; Standage & Ryan, 2020). In the present study, it is conceived that job insecurity is a situation factor that can cause emotional exhaustion therefore impacting on the motivation of employees

Research from self-determination theory has shown that work contexts that are perceived as supportive of basic psychological needs are conducive to functioning, reduced emotional exhaustion and wellness among employees, along with benefits for the organization (Austin, 2016).

Self-determination theory postulates that autonomous and controlled motivations differ in terms of both their underlying regulatory processes and their accompanying experiences, and it further suggests that behaviors can be characterized in terms of the degree to which they are autonomous versus controlled. Autonomous motivation and controlled motivation are both intentional, and together they stand in contrast to a motivation, which involves a lack of intention and motivation.

**Job Insecurity and Emotional Exhaustion**

Job insecurity is an individual's perception of a potential threat to the continuity in his or her current job, it is concerned with the continued existence of the job in the future (Choi et al., 2020). Further job insecurity is the perceived powerlessness to maintain the desired continuity in a threatened job situation (De Witte, 2005). Employees are insecure about whether they will retain or lose their current job. Employees who are uncertain about the continuity of their job cannot adequately prepare themselves for the future since it is unclear to them whether actions should be undertaken or not. Job insecurity is divided into two dimensions, Quantitative and qualitative job insecurity. Quantitative job insecurity refers to the continuity of the job itself. Here people are concerned about whether they will be able to retain their actual job or become unemployed (De Witte, 2005). Qualitative job insecurity refers to insecurity regarding the continued existence of valued aspects of the job such as pay, working hours, colleagues and the job content of autonomy and responsibility (Dogantekin et al.,2022).

Generally, emotional exhaustion is concerned with the decrease in the emotional and physical resources of the individual (Maslach, 2017). Maslach classifies burnout as emotional exhaustion of one's while working and depersonalization to other people, and decrease in personal success as a result. Emotional exhaustion is the key point of the concept of burnout and is the dimension that best describes the concept. Emotional exhaustion is the first stage of the exhaustion according to the classification made by Maslach. In other words, the emotional exhaustion of the person comes out before the other two dimensions of burnout that are the depersonalization of the person to other individuals (colleagues, customers) and the decline in personal success.

Job insecurity has serious implications on emotional exhaustion. Previous research has observed that job insecurity is a serious stressor, which reduces wellbeing and health (De Witte, 2005) as well as on job attitudes and indicators of mental health such as burnout, stress,

emotional exhaustion, somatic issues, and depressive symptoms (Griep et al., 2021). Although some studies have suggested that job insecurity causes emotional exhaustion while emotional exhaustion could also affect perceptions of job insecurity for example Griep et al., (2021), De Witte, (2005) in his meta-analysis finds that the reverse influence of emotional exhaustion is not as pronounced as the effects of job insecurity on mental emotional exhaustion. This is further supported by the findings of (De Witte et al., 2018) review that job insecurity affects emotional wellbeing on the long term and limited evidence for reverse effects.

The impact of job insecurity on emotional exhaustion seems to have been even more pronounced during the coronavirus pandemic. The  pandemic had an impact on businesses which increased individuals feeling of job insecurity which has a negative impact on the emotional well-being of employees who are affected by the organizational reforms of closure and reduction of working hours during the pandemic(Hamouche, 2020). Employees who anticipated employment loss due to the lockdown and work from home arrangement as a result of COVID-19 were more at risk of experiencing symptoms of an overwhelming exhaustion, feelings of cynicism and detachment from the job, and a sense of ineffectiveness and lack of accomplishment. Ganson et al.,(2020) urged that job insecurity is also related to increased depression, anxiety and somatization symptoms among workers as it also influences both general distress and work related stress.

Furthermore, the recent COVID-19 pandemic has exacerbated this condition, bringing anxieties and concerns about one's professional and financial future to the surface (Wilson et al., 2020). This insecurity enhanced the level of exhaustion and concern among workers about their job and financial futures (Menéndez-Espina et al., 2019). Also, the damage caused by the pandemic in several employment sectors and the rising levels of unemployment (Blanuša et al., 2021)put additional pressure on employers and organizations in terms of being both competitive and responsible for preserving the health and performance of their employees

(Wilson et al., 2020; Rasdi et al., 2021). Overall, such changing working conditions require a better understanding of how employees respond to such changes and the consequences for employees' psychological and physical health and job performance.

In the current economic climate characterized by instability in employment conditions, the nature of the relationship between employee and organization has changed and job insecurity perceptions have increased. Surveys show that employees rank job insecurity as one of the major causes of exhaustion in the workplace (Probst, 2020). On the individual level, job insecurity has been related to a variety of negative outcomes and increased levels of emotional exhaustion (Chan, 2020). Moreover, decreased mental and physical health also represents important costs for organizations.

Consequently, examining whether perceptions of emotional exhaustion are also related to the threat of job loss is of practical interest. The view of job insecurity as a cause of exhaustion that leads to strain is shared by many authors (De Witte, Vander Elst, & De Cuyper, 2015). Much less is known about possible mechanisms linking job insecurity to poor job-related well-being, such as for example emotional exhaustion. The latter is considered to be the core element of burnout and is a typical exhaustion reaction that may be due to a prolonged exposure to job insecurity, leading to wearing out of individual resources (Delp et al., 2021). Emotional exhaustion is a dimension of employees' well-being that appears particularly relevant, because it predicts various important work attitudes and behaviors (Cropanzano, Rupp, & Byrne, 2017).

According to (Pinenar & DeCuper, 2019) Job insecurity reflects worries about the continuity of one's future employment or the threat of losing one's current job (Sverke, Hellgren, & Näswall, 2014). Following exhaustion research, the anticipation of exhausting events can represent an equally important source of anxiety as the actual event itself. Research

by (Wright & Cropanzano, 2017) indicates that exhaustion perceptions and their consequences are part of a process that consists of a primary and a secondary appraisal phase. Insecure employees perceive the threat of losing their job (primary appraisal). Moreover, an uncertain future makes it difficult to assess the coping strategies needed to solve this insecure situation (secondary appraisal). Thus, in the case of job insecurity, the appraisal process results in strain, because the demands of the situation are considered to exceed the accessible resources and no coping strategies appear to be effective (Menedez-Espina et al., 2019).

Job insecurity can be conceptualized as a work exhaustion causing emotional exhaustion among employees (Linz et al.,2021). Individual appraisal and the assessment of coping resources are important mechanisms in determining whether insecure employees will experience exhaustion/emotional exhaustion at work. People may experience varying degrees of job insecurity, even if they are objectively in the same situation. Research also found that job insecurity is a rather enduring experience (Martinez et al., 2015); hence, it may be considered a chronic exhaustion. Specifically, uncertainty about job loss is an exhaustion which persists continuously for a long time and, consequently, it may have a cumulative impact on future well-being/emotional exhaustion (Kerse et al., 2017).

Job insecurity may have unfavorable effects on employees because it represents an unwelcome change in their psychological contract. Especially in most Western societies, individuals consider secure employment as part of their implied agreement with the employer (De Cuyper,2020). Employees expect that when their efforts benefit an organization, the organization will reciprocate by offering them rewards in terms of job security (De Witte, 2013). Supporting this reasoning, various studies found that feelings of job insecurity may be experienced as a breach of the psychological contract which leads to emotional exhaustion among employees (Vander Elst, Niesen, & De Witte, 2016).

**Job Insecurity and Employee Motivation**

Job insecurity is defined by (Pienaar & De Cuyper, 2020) as a sense of powerlessness to maintain desired continuity in a threatened job situation., it can be divided into two types; Quantitative job insecurity refers to employees' concerns regarding the prospects of the present job whereas Qualitative job insecurity refers to employees' fear of reduced quality in the work relationship such as concerning aspects such as features of the job, career progression and salary increases (Hellgren, Sverke & Isaksson 2020). Job insecurity can as well be defined as a subjective experience generated from the evaluation and interpretation of the individual's current job (Sverke, 2021).

Motivation is defined as the set of psychological processes that cause the initiation, direction, intensity and persistence of behavior (Gray, 2022). Other scholars stated that motivation refers to internal factors that impel action and external factors that can act as inducements to action (Standage & Ryan, 2020). Motivation comes in two types; intrinsic motivation and extrinsic motivation. Intrinsic motivation is defined as the driving desire of an individual to put full effort into a task in the absence of external controls. Intrinsic motivation is driven by individual work context and differences, which promotes the feelings of competence, relatedness, and autonomy (Saks, 2020). Extrinsic motivation is a motivation that is driven by external rewards. These can be tangible, such as money or grades, or intangible, such as praise or fame (Kreishan, 2022).

Job insecurity has implications on motivation. Job insecurity can come with prolonged uncertainty, instability, and unpredictability among employees which in turn affects their actions (Sim et al., 2021). Concerning the different dimensions, job insecurity has been found to impact on motivation among teachers (Smit et al., 2020), which may occur because of perceived lack of control and powerlessness that comes with job insecurity (Vander Elst, Richter, et al., 2014).

Job insecurity is positively related to intrinsic motivation. Job insecurity as a situational and contextual factor affects employee's intrinsic motivation and it is detrimental to intrinsic motivation. Job insecure employees perceive their work effort as meaningless this hinders employees' engagement in their work there by leading to a decrease in intrinsic motivation (Smit et al., 2020).

The service climate including hospitality industry in various organizations today exhibits similar characteristics such as temporary employment and labor force shortages, non-organized employment, minimum wage and temporary contracts (Choi et al., 2020), nepotism, unfair selection and promotion. Under these circumstances, it can be assumed that employees in this sector habitually express fears of losing their jobs (Vodopyanova et al., 2019). Significant relationship of job insecurity with indicators of motivation outcomes and work-related attitudes has been considered in both cross-sectional and longitudinal studies (Alarco et al., 2012). A careful examination of relevant literature generally shows that job insecurity is positively related to various type of job outcomes like motivation (Wang, 2014), or creative problem solving (Probst et al., 2020).

Various service organizations are dedicated to ensuring and maintaining high-quality customer service. However, the complex and dynamic environment of with which they operate presents various challenges which can exacerbate job insecurity and low motivation levels (Rusell & Bray, 2019). Thus, it is no surprising that the related literature (Saks, 2016) perceives low levels of motivation as a significant challenge in these organizations.

Previous studies examined the extent to which various job characteristics, such as work overload, job insecurity, long working hours and working on holidays, influence motivation (Karatepe, 2021). Specially, several factors including; a poorly developed internal work market, high job intensity, low social situation and professional status, which lead to low

motivation, notably leading to exhaustion associated with job insecurity, characterize service industry (Caruth, 2020). Job insecurity, as one of the most important and common work exhaustion, has been found to be negatively associated with employees' in-role performance, job satisfaction, job involvement, motivation and commitment (Ankudinov & Lebedev, 2021).

It is important to seek effective strategies to help employees cope with job insecurity so that they may stay engaged and productive in their work, particularly in difficult conditions (O'Neill & Davis, 2012). Researches and directors, therefore, need to realize the circumstance in which employees' negative response to job insecurity can be buffered. This objective is not only important for the theoretical development of the job insecurity literature but also presents practical implications to manage job insecurity crisis. Traditionally, research on the service industry has concentrated on finding and minimizing negative factors related to work exhaustion in an organization (Hoel et al., 2020). In spite of the numerous studies conducted in relation to "exhaustion coping strategies" including motivation among employees in service organizations (Lehmann, 2015), limited research is available on the moderators of the job insecurity.

According to Lam and Liu, (2014) the assessments of their job security levels by the employees in different economy sectors are closely related to motivation as well as to disproportions in skilled labor resources utilization in the very same sectors. Previous studies of degree of economic insecurity of employees, performed in terms of levels of motivation, consumption and savings have demonstrated similar relation to individual characteristics of respondents: women, residents of rural areas, those less educated and unskilled feel more vulnerable to job insecurity (Ankudinov & Lebedev, 2013).

Further, findings indicate that the laid-off employees in these organizations face foregone earnings following their displacement, which also differ depending on individual

characteristics of an employee (Lehmann, 2019). The likelihood of getting another job is much higher for those in the informal economy who have lost their positions not long ago (Lehmann, 2013). The situation is aggravated by low geographic mobility of some of the country's working population, though the literature provides some evidence that reallocation of labor across sectors is contributing to aggregate productivity growth in these areas thus producing at least some mitigating effect (De Vries, 2020).

According to Ganson et al., (2012) different workers see good performance records as perhaps the best safeguard against involuntary job loss. Similarly, threats of being laid off triggered high productivity in the laboratory experiments by (Probst, 2020). This perspective reflects a minority viewpoint among job insecurity scholars. Most scholars argue that job insecurity leads the workers to withdraw, also in the form of reduced performance and motivation (Schreurs, van Emmerik & Guenter, 2012). Most evidence supports this view as the correlation between job insecurity and self-rated motivation was negative.

Job insecurity researchers indicate that that job insecurity relates negatively to self-rated performance and positively to emotional exhaustion is not new. The robustness of the relationships between perceived job insecurity and the outcomes across different contexts and countries suggests that perceived job insecurity is a major cause of exhaustion for a large contingent of the working population in these organizations (Schreurs et al., 2012).

**Emotional Exhaustion and Motivation**

Emotional exhaustion is defined as the decrease in the emotional and physical resources of the individual (Maslach, 2017). Maslach classifies burnout as emotional exhaustion of one's while working and depersonalization to other people, and decrease in personal success as a result. Motivation refers to the arousal, direction and persistence of behavior (Franken, 2020). Motivation comes in two types; intrinsic motivation which is defined as the driving desire of

an individual to put full effort into a task in the absence of external controls. Intrinsic motivation is driven by individual work context and differences, which promotes the feelings of competence, relatedness, and autonomy (Saks, 2020).

Extant studies have sought implications for management to control the emotional exhaustion of workers, rather than attempting to theorize how emotional exhaustion generates the negative outcomes such as demotivating workers. Nonetheless, fruitful new attempts have focused on what causes emotional exhaustion and how emotional exhaustion can be aggravated under certain circumstances (Naidoo et al., 2016). Although previous studies have assumed that emotional exhaustion seems more likely to appear in certain occupations, workers in the service industry that experience emotional labor are most likely to be non-regular workers and married women and, therefore, may undergo similar work experiences both in the workplace and the family (Nasser & Raja, 2018).

According to (Caruth, 2016) the reward systems most especially are considered as forerunners of employee motivation. Since employees' knowledge, skills and abilities are the most important driving force to the success of any organization, continuing commitment and support to them could be realized through looking for effective ways to reward their contributions, loyalty, dedication and efforts (Vasheka & Turkaev, 2017). Rewards can serve the purpose of motivating employees, attracting prospective job applicants, achieving human resource objectives and obtaining competitive advantage (Wilson et al., 2020).

Ample evidence supports the detrimental effect of job insecurity in the service industry (Dogantekin et al., 2020). Anxiety and emotional exhaustion could be perceived as psychological consequences of an individual's exposure to job insecurity. Job exhaustion may be seen as a temporary process requiring short-term adjustments, and this process is usually accompanied by mental and physical symptoms including depression, anxiety and tension

(Crawford, 2015). Emotional exhaustion, on the other hand, is a result of prolonged work exhaustion that could cause chronic dysfunction at work (Crowford, 2015). In a recent study conducted in the service industry, (Cropazana et al., 2015) found that motivation is a job demand, which has been found to be associated with job exhaustion.

De Cuyper and Baillien (2016) argue that the use of motivation does not require much effort in the daily work setting motivation is performed almost automatically and with limited risks for emotional exhaustion, for example in situations of relative security. In contrast, motivation requires substantial emotional effort and monitoring in demanding situations, as in situations of perceived job insecurity: perceived job insecurity induces feelings of exhaustion whereas the worker acts as a motivated citizen (Wright & Cropanzano, 2017).

Further studies found that frontline employees who lacked emotional energy were less motivated with their jobs (Begley, 2018). If the success of the hospitality firms relies on employees who are capable of performing their jobs under exhaustion, emotional exhaustion is likely to exert damaging effects on frontline hotel employees' affective job outcomes such as job satisfaction, affective organizational commitment, job performance and intention to leave. Studies usually found a positive relationship between burnout and motivation, and both experiences are strongly determined by organizational structures and processes. Therefore, burnout, particularly emotional exhaustion, was also strongly related to motivation (Lown et al., 2020).

Motivation research was conducted during the first 50 years of the 20th century. For the first two decades, the study of workplace motivation was largely emphasized on money. In the third decade, attitude surveys conducted by industry-organizational psychologists (I/O) and revealed that it took a lot more than money to make people happy, for example, job security, recognition, and emotional exhaustion (Latham & Ernst, 2021). Moreover, the research showed

that people can be happy for non-job performance reasons, e.g., happy with co-workers, fringe benefits, physical work condition (Latham & Ernst, 2021).

Research by Kreishan (2022) found that when jobs and workplace conditions are intrinsically motivating, supportive and equitable, they create overall motivation, affective commitment and lower rates of emotional exhaustion. Past studies suggested employees may value both intrinsic and extrinsic motivation and both can influence job performance and self-efficacy and limit rates of emotional exhaustion. However, not all studies have found a significant relationship between motivation and performance (Menedez et al., 2019).

Previous studies by Naidoo et al.,(2017) of emotional exhaustion have focused on the outcomes of emotional labor, rather than examining how emotional labor can be determined. Extant studies have sought implications for management to control the emotional exhaustion of workers, rather than attempting to theorize how emotional exhaustion generates the negative outcomes such as lower motivation levels. Nonetheless, fruitful new attempts have focused on what causes emotional exhaustion and how emotional exhaustion can be aggravated under certain circumstances (Siklar & Tunali. 2015). Although previous studies have assumed that emotional exhaustion seems more likely to appear in certain occupations, workers in service industries that experience emotional labor are most likely to be low motivated workers and married women and, therefore, may undergo similar work experiences both in the workplace and the family (Hanouz, 2018).

Delp et al., (2021) states that today, many companies use call centers as a marketing service channels for their customers (Hanouz, 2018). In a typical work environment of a call center, service agents interact with customers primarily on the phone or via other computer aided communication channels. Furthermore, the quality of conversations (content, style, adherence to policies) is assessed by recording and/or listening to those conversations (Perlman

et al., 2014). For these reasons, call center work is demanding, repetitive, and often exhausting, which can lead to high levels of turnover and absenteeism, in addition to the inability to meet quantitative targets which brings about emotional exhaustion and lower levels of motivation (Probst et al., 2020).

**Emotional Exhaustion as a Mediator between Job Insecurity and Motivation**

Job insecurity exists in an organizational environment for a long time, which is the primary research area that should be appropriately investigated to establish a healthy working environment (Naseer & Raja, 2016). Job insecurity has a significant adverse effect on workers' attitudes, behaviors, and emotions. They also affect their actions and even create serious health concerns (Vodopyanova et al., 2019). Job insecurity may often increase mental fatigue and lead to a demotivation. Hence, employees have to put extraordinary efforts to control their feelings to fulfil job expectations when dealing with these stressors (Smit et al., 2020). Employees use different relaxation techniques to minimize stress by putting extra effort into their jobs to meet job requirements and avoid being demotivated. Employees, after facing and failing to reduce emotional exhaustion, start being demotivated.

The presence of job stresses, such as job insecurity, may result in emotional exhaustion while dealing with such a hectic setting. When faced with these stresses, employees may find themselves demotivated since they must take more effort to control their emotions in order to fulfil work expectations (Cropanzano, Rupp, & Byrne, 2003). According to Balducci (2012) stated emotional exhaustion creates frustration among employees, resulting from different factors in the organization that must be examined. Several studies have previously been conducted to assess the prevalence of job insecurity and the possibility of employees being motivated, as studied. (Aslam et al., 2014).

Limited literature was found relating to emotional exhaustion as a mediator for the relationship between job insecurity and motivation since research on emotional exhaustion has just caught the attention of researchers. Therefore, there is need to do more research about the mediating role of emotional exhaustion on the relationship between job insecurity and employee motivation.

**Conclusion**

Although there is evidence showing job insecurity, emotional exhaustion and employee motivation are significantly related, very few studies have been conducted in health facilities in Uganda yet health workers experience aspects of job insecurity. Therefore, there is need to examine the relationship between job insecurity, emotional exhaustion and employee motivation and the mediating role of emotional exhaustion on the relationship between job insecurity and employee motivation

**Hypotheses**

The study tested the following hypotheses

1. Job insecurity and emotional exhaustion are significantly related.

2. Job insecurity and motivation are significantly related.

3. Emotional exhaustion and motivation are significantly related.

4. Emotional exhaustion mediates the relationship between job insecurity and motivation.

## Chapter Three

## Methodology

This chapter discusses the methodology that was followed in the study. It entails; population, sample size, sampling techniques, instruments, procedures, the data collected and analyzed and problems that arose during the research process.

### Study Design

The study design was a correlational survey design; because it focused on establishing the relationship between job insecurity, emotional exhaustion and motivation among employees of Mulago hospital, Kawala hospital, Uro care hospital, Marie Stopes hospital and Kololo hospital in Kampala district.

### Population

The study was conducted at Mulago hospital, Kawala hospital, Uro care hospital, Kololo hospital and Marie stopes hospital as various health facilities experience cases of job insecurity differently and these included both males and females and in different departments of the organizations.

### The Sample

A sample size from the population was drawn using stratified random sampling from the various health facilities. A minimum sample size of 188 was determined using G-power sample determent software at effect size 0.15, probability error of 0.01, however the actual sample size of the study was 236 of which 90 were male and 137 were female and 9 didn't indicate their gender. Simple random sampling helped in ensuring that at least all employees have equal chance to participate in the research (Nur, 2020). This technique was used because it is favorable in obtaining a smaller sample from a larger population and is easier at making research generalization.

The inclusion of both male and female participants was ensured to capture a variety of individuals meant to help control the confounding effects of gender and nature of occupation among employees in these health facilities. Participants that do not consent to this research and those that are permanent and pensionable were excluded because they could bias the study.

**Instruments and Measures**

Data was collected using a self-administered questionnaire and this covered all variables in the research. The questionnaire involved mostly closed ended questions measured on a Likert scale. The questionnaire comprised of four sections. Section one contained items of participants' background information, section two measured job insecurity, section three measured emotional exhaustion and section four measured employee motivation.

Job insecurity measure focused on both quantitative and qualitative job insecurity. Quantitative job insecurity was measured using the Job Insecurity Scale (JIS) (De Witte, 2000; Vander Elst, De Witte, et al., 2014). It had a Cronbach's alpha of .81(De Witte 2000) The qualitative job insecurity aspect was measured using the Qualitative Job Insecurity Measure (QJIM) (Blotenberg & Richter, 2020). The JIS comprises of four (4) items and the QJIM comprises of 11 items. All the items will be measured on 6-point Likert Scale ranging from 1 (strongly disagree) to 6 (strongly agree). It had a Cronbach's alpha of .87 (Vander Elst 2004)

Emotional exhaustion was measured using Maslach Burnout Inventory by Maslach and Jackson, (1981). The burnout inventory comprises of (10) items measured on a 5-point Likert Scale ranging from 1(never) to 5(everyday). It has a Cronbach's alpha of .89(Leslie et al….2007)

Employee motivation was measured using The Multidimensional Work Motivation Scale (Gagné et al., 2015). This questionnaire comprised of two sections including extrinsic

motivation and intrinsic motivation. It has 16 items measured on a 6- Likert scale ranging from 1 (not at all) to 6 (everyday). It has a Cronbach's alpha of .81 (Durand and Crimminis 2005)

### Procedure

A letter of introduction was obtained from the School of Psychology, Makerere University which was used as an introduction to the Human Resource Managers of these various health facilities where the research was carried out. The researcher then scheduled an appointment with the Human Resource Managers to know when to commence the research. On approval, the researcher was issued an acceptance letter and also decided on the day she commenced the research process. The Human Resource Managers supported in the identification of respondents and in the administration of the questionnaire. The questionnaire was self-administered; hence questionnaires were administered to the participants and collected back after the respondent has completed the questionnaire. Before issuing the questionnaire to the participant, the purpose of the study was explained to ensure informed consent.

### Quality Control and Validity

The study adopted already standardized instruments that have already been adopted in several published scientific research. In addition, the questionnaire was pretested at Uro care hospital. The data collected was used to obtain the validity of the instruments. Instruments whose reliability was below the .70 threshold (Nunnally, 1978) were dropped and replaced with other instruments.

### Data Management

The information provided by the respondents was coded and edited accordingly to reduce errors. Coding information was done as below; Respondents' bio data was coded as; Gender; Male and Female; Age; 25-35years and so on; job insecurity was coded statistically ranging from 1=strongly disagree to 6=strongly agree; emotional exhaustion was coded on a scale

ranging from1=never to 6=everyday; motivation was coded ranging from 1=not at all to 6=completely.

Data was entered in Statistical Package for Social Scientists (SPSS). Before entry into SPSS, the questionnaires were checked for completeness. Incomplete questionnaires or those with missing cases were not entered into SPSS. After entry, data was further checked for completeness. Incomplete cases were excluded from the analysis. Cases were assigned numbers to avoid double entries.

**Analysis**

The data from the respondents was compiled, sorted, classified and coded by employing the Statistical Package for Social Scientists (SPSS) Version 26 which was used to analyze data using a computer. Information on bio data was analyzed using frequency and percentage, hypothesizes 1,2 and 3 which focused on the relationship among job insecurity, emotional exhaustion and motivation was tested using the Pearson correlation, Hypotheses 4 which focuses on emotional exhaustion as a mediator between job insecurity and motivation was tested with model of 4 Hayes's PROCESS macro (Version 4.1)

**Ethical Considerations**

The researcher ensured that there is privacy and confidentiality during the research process and data collection process. This was done to make respondents feel free and open to fully respond to the questionnaires put forward to them. Plagiarism where the researcher made sure other people's work used in the proposal is referenced to show proof that the research was actually done and not simply replicated.

The researcher made sure that they get the necessary permission across all the targeted health facilities to carry out the research; the researcher made sure that participants are given

factual information about the research and the actual reasons for carrying out the research, they were also given a choice to either participate or not participate in the research by debriefing them. Questions and any queries about the research before, during or after the research were dealt with accordingly by the researcher and her team; the participants were also advised that their identity remained anonymous and should not indicate their names or initials on the questionnaires.

**Chapter Four**

**Results**

## Introduction

This chapter presents the results of the study in three sections; section one presents the respondents demographic information, section two presents the relationship between job insecurity and emotional exhaustion, the relationship between job insecurity and employee motivation, relationship between emotional exhaustion and employee motivation and section three presents emotional exhaustion as a mediator for the relationship between job insecurity and motivation.

## Respondents Demographic Details

This section includes background information of respondents on age, gender, years spent in profession, years spent in health facility, type of health facility and name of health facility. These are presented in frequencies and percentages in the table below.

Table 1. Descriptive Data of Respondents showing Biodata of Respondents

|  |  | Frequency | percentage |
|---|---|---|---|
| Age | 20-29 years | 118 | 50.6 |
|  | 30-39 years | 88 | 37.8 |
|  | 40-49 years | 24 | 10.3 |
|  | 50-59 years | 2 | 0.9 |
|  | 60-69 years | 1 | 0.4 |
|  | Total | 233 | 100 |
| Gender | Male | 90 | 39.6 |
|  | Female | 137 | 60.4 |
|  | Total | 227 | 100 |
| Years spent in your profession | 1-5 years | 136 | 59.3 |
|  | 6-10 years | 67 | 29.1 |
|  | 11-15 years | 13 | 5.6 |
|  | 16-20 years | 10 | 4.3 |
|  | 21-25 years | 3 | 1.3 |
|  | 26-30 years | 1 | 0.4 |
|  | Total | 230 | 100 |
| Years spent in the health facility | 1-5 years | 187 | 83.2 |
|  | 6-10 years | 32 | 14.2 |
|  | 11-15 years | 5 | 2.2 |
|  | 16-20 years | 1 | 0.4 |
|  | Total | 225 | 100 |
| Level of education | Certificate | 71 | 31.1 |
|  | Diploma | 79 | 34.6 |
|  | Bachelor's degree | 56 | 24.6 |
|  | Post graduate | 7 | 3.1 |
|  | Masters | 13 | 5.7 |
|  | PHD | 2 | 0.9 |
|  | Total | 228 | 100 |
| Type of health facility | Public | 81 | 35.6 |
|  | Private | 147 | 64.4 |
|  | Total | 228 | 100 |
| Name of health facility | Kawala HC IV | 36 | 15.6 |
|  | Mulago | 45 | 19.5 |
|  | Uro care | 57 | 24.6 |
|  | Marie stopes | 64 | 27.7 |
|  | Kololo hospital | 29 | 12.6 |
|  | Total | 231 | 100 |

Results in table 1 indicate that majority of respondents 50.6% were aged between 20 to 29 years, followed by 37.8% were between 30 to 39 years, 10.3% were 40 to 49 years, 0.9% were between 50-59% and 0.4% were between 60-69 years. The findings also show that more female respondents 60.4%, than male respondents 39.6% participated in the study

The findings further indicate that that majority of the respondents 59.3% have spent between 1-5 years in their profession, 29.1% have spent between 6-10 years, 5.6% have spent between 11-15 years, 4.3% have spent between 16-20 years, 1.3% have spent between 21-25 years and 0.4% have spent between 26-30 years. The results also indicate that majority of the respondents 83.2 had spent between 1-5 years in their respective health facility, 14.2% had spent between 6-10 years, 2.2% had spent between 11-15 years, 0.4% and had spent between 16-20 years.

The results show that majority of the respondents 34.6% were diploma holders, 31.1% were certificate holders, 24.6% were bachelor's degree holders, 3.1% were post graduate diploma holders, 5.7% were master's degree holders and 0.9% were PHD holders. They further show that the majority of respondents 64.4% were from private health facilities and 35.6% were from public health facilities. Table 1 further shows that the majority of the respondents 27.7% were from marie stopes hospital, 24.6% were from Uro care hospital, 19.5% were from Mulago hospital, 15.6% were from kawala health centre and 12.6% were from Kololo hospital.

**Hypothesis Testing**

    This section presents the relationships between the research variables; the relationship between job insecurity and emotional exhaustion, the relationship between job insecurity and employee motivation and the relationship between emotional exhaustion and employee motivation. The results are presented using Pearson's correlation coefficient. Correlation analysis was run using Pearson's correlation coefficient to test the existence of a significant relationship in hypothesis 1, 2 and 3. The results are presented in the table below.

Table 2. Correlations among variables

| | M | SD | A | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|---|---|---|---|
| 1 Job insecurity | 3.67 | .99 | .87 | 1 | | | | | | |
| 2 Quantitative job insecurity | 3.72 | 1.22 | .59 | .65** | 1 | | | | | |
| 3 Qualitative job insecurity | 3.67 | 1.11 | .87 | .96** | .41** | 1 | | | | |
| 4 Emotional exhaustion | 3.12 | 1.24 | .89 | .49** | .23** | .51** | 1 | | | |
| 5 Motivation | 4.48 | 1.04 | .81 | -.34** | -.29** | -.29** | -.26** | 1 | | |
| 6 Extrinsic motivation | 4.42 | 1.10 | .80 | -.34** | -.28** | -.29** | -.27** | .96** | 1 | |
| 7 Intrinsic motivation | 4.72 | 1.60 | .62 | -.16* | -.19** | .12 | .12 | .61** | .37** | 1 |

*$p < .05$, **$p < .01$

**Hypotheses**

      **Hypothesis one** stated that job insecurity and emotional exhaustion are significantly related. Results in table 2 above show that job insecurity and emotional exhaustion are positively significantly related (r = .49, $p$ < .01). Considering the different dimensions of job insecurity, results show a positive significant relationship between qualitative Job insecurity and emotional exhaustion (r = .23, $p$ <.01). There was also a positive significant relationship between qualitative job insecurity and emotional exhaustion (r = .51, $p$ < .01)

      **Hypothesis two** stated that job insecurity and motivation are significantly related. Results in table 2 above show a negative significant relationship between job insecurity and motivation (r = -.34, $p$ < .01). Considering the different dimensions of job insecurity and motivation, results show a negative significant relationship between quantitative job insecurity and motivation (r = -.29, $p$ < .01). They also show a negative significant relationship between qualitative job insecurity and motivation (r = -.29, $p$ < .01).

      The results above further indicate a negative significant relationship between extrinsic motivation and job insecurity( r = -.34, $p$ < .01), there was also a negative significant relationship between extrinsic motivation and quantitative job insecurity (r = -.28, $p$ < .01), results also indicate a negative significant relationship between extrinsic motivation and qualitative job insecurity (r = -.29, $p$ <.01), they also indicate that intrinsic motivation and job insecurity are negatively significantly related( r = -.16, $p$ < .05), the results show that intrinsic motivation and quantitative job insecurity are negatively significantly related(r = -.19, $p$ < .01) there was no significant relationship between intrinsic motivation and qualitative job insecurity (r = .12)

      **Hypothesis three** stated that emotional exhaustion and motivation are significantly related. Results in table 2 above show that job insecurity and emotional exhaustion are

negatively significantly related (r = -.26, *p* < 0.1), considering the different dimensions of motivation, results show a negative significant relationship between emotional exhaustion and extrinsic motivation (r = -.27, *p* <.01), there was no significant relationship between emotional exhaustion and intrinsic motivation (r = .12).

**Regression Analysis**

This section presents the mediating effect of emotional exhaustion on the relationship between job insecurity and employee motivation. A regression analysis using model 4 of Hayes process macro (version 4.1) was used to establish the mediating effect of emotional exhaustion on the relationship between job insecurity and employee motivation. This analysis controlled for the effects of age, gender, years in profession, years in health facility, level of education and type of health facility and a bootstrap was performed to ascertain the confidence levels. The results are summarised in the table below;

Table *3: haye's process macro linear Regression analysis*

| Predictors | Emotional exhaustion | | | | | | Motivation | | | | | | Extrinsic motivation | | | | | | Intrinsic motivation | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | B | Se | T | P | LLC1 | ULC1 | B | Se | T | P | LLC1 | ULC1 | B | Se | t | P | LLC1 | ULC1 | B | Se | t | P | LLC1 | ULC1 |
| Constant | 2.52 | .71 | 3.54 | .001 | 1.12 | 3.93 | 4.54 | .67 | 6.80 | .000 | 3.22 | 5.86 | 4.42 | .71 | 6.15 | .000 | 3.00 | 5.84 | 5.08 | 1.14 | 4.47 | .000 | 2.84 | 7.32 |
| Age | .01 | .02 | .45 | .651 | -.03 | .04 | .01 | .02 | .59 | .559 | -.23 | .04 | .01 | .02 | .54 | .593 | -.03 | .04 | .01 | .28 | .36 | .723 | -.05 | .06 |
| Gender | .01 | .15 | .05 | .959 | -.29 | .31 | .09 | .14 | .65 | .516 | -.19 | .37 | .08 | .15 | .51 | .609 | -.22 | .38 | .14 | .24 | .60 | .547 | -.33 | .61 |
| Years in    profession | .00 | .03 | .00 | .998 | -.06 | .06 | -.01 | .03 | -.20 | .838 | -.06 | .05 | -.01 | .03 | -.19 | .847 | -.06 | .05 | -.00 | .04 | -.07 | .942 | -.09 | .08 |
| Years in health facility | .02 | .03 | .53 | .597 | -.05 | .09 | -.01 | .03 | -.17 | .863 | -.06 | .06 | -.01 | .03 | -.29 | .769 | -.08 | .05 | .01 | 05 | .23 | .822 | -.09 | .12 |
| Level of education | -.04 | .07 | -.52 | .601 | -.19 | .11 | -.01 | .07 | -.07 | .941 | -.14 | .13 | .02 | .07 | .32 | .749 | -.12 | .17 | -.13 | .12 | -1.09 | .276 | -.35 | .10 |
| Type of health facility | -.82 | .15 | -5.53 | .000 | -1.12 | -.53 | -.64 | .14 | -4.44 | .000 | -.93 | -.36 | -.67 | .16 | -4.28 | .000 | -.98 | -.36 | -.54 | .25 | -2.19 | .029 | -1.03 | -.06 |
| Job insecurity | .46 | .07 | 6.5 | .000 | .33 | .61 | .19 | .07 | 2.76 | .006 | .06 | .34 | .21 | .08 | 2.71 | .007 | .06 | .36 | .15 | .12 | 1.23 | .221 | -.09 | .39 |
| Emotional exhaustion | | | | | | | -.01 | .06 | .23 | .821 | -.14 | .11 | -.00 | .07 | -.04 | .970 | -.14 | .13 | -.07 | .24 | -.63 | .533 | -.28 | .15 |
| total effect | | | | | | | .19 | .07 | 2.93 | .003 | .06 | .32 | .21 | .07 | 2.96 | .003 | .07 | .34 | .12 | .11 | 1.06 | .287 | -.10 | .34 |
| Direct effects | | | | | | | .19 | .07 | 2.76 | .006 | .06 | .34 | .21 | .08 | 2.96 | .005 | .07. | .35 | .15 | .12 | 1.22 | .220 | -.09 | .39 |
| Indirect effect | | | | | | | -.01 | .03 | | | -.07 | .05 | -.00 | .03 | | | -.06 | .06 | .31 | .05 | | | -.15 | .07 |

**Hypothesis four** stated that emotional exhaustion mediates the relationship between job insecurity and motivation. The results in table 3 show that job insecurity had a positive significant effect on emotional exhaustion (B = .46, $p$ = .000), Job insecurity also had a positive significant effect on overall motivation (B =.19, $p$ = .006), as well as on extrinsic motivation (B = .21, $p$ = .007), However, job insecurity had a non-significant effect on intrinsic motivation (B =.51, $p$ = .221).

The results also indicate that emotional exhaustion had a negative non-significant effect on overall motivation (B = -.01, $p$ = .821), Emotional exhaustion had a negative a non-significant effect on extrinsic motivation (B = -.00, $p$ = .971), Emotional exhaustion had a non-significant effect on intrinsic motivation (B = -.07, $p$ = .533), The indirect effects show that emotional exhaustion didn't mediate the relationship between job insecurity and motivation (B = -.01, CI [ -.07, .05]).

When considering the mediation effect of emotional exhaustion on intrinsic and extrinsic motivation results showed that meditation didn't take place.

**Chapter Five**

**Discussion, Conclusion, Recommendations**

This chapter consists of discussion of findings, recommendations, study limitations, areas for further research and conclusions. The research objectives that guided the study were; to establish the relationship between job insecurity and employee motivation, to establish the relationship between job insecurity and emotional exhaustion and to examine the relationship between emotional exhaustion and employee motivation. The fourth objective tested the mediating effect of emotional exhaustion on the relationship between job insecurity and employee motivation.

## Job Insecurity and Emotional Exhaustion

Objective one sought to examine the relationship between job insecurity and emotional exhaustion, the hypothesis stated that job insecurity and emotional exhaustion are significantly related, results show that job insecurity and emotional exhaustion are positively significantly related. The results indicate that when employees are uncertain about the future of their employment they will be emotional worn out and drained.

Focusing on results by previous research, they agree with the findings that job insecurity and emotional exhaustion are significantly related. job insecurity is associated with symptoms of psychological stress and burnout (Dekker & Schaufeli, 2015). Our result is also consistent with the concept of "survivor syndrome" which has been used to describe the reactions and behaviors of employees who are still-employed but anticipated potential job loss after having undergone a redundancy, downsizing or privatization program. "Survivor syndrome" may lead to stress, anger, low morale, decreased commitment, reduced loyalty, inefficiency and burnout (Bosman et al., 2020).

The findings of the study indicate that qualitative job insecurity and emotional exhaustion are positively significantly related,  this is in agreement previous research findings when they found out that qualitative job has a significant relationship with emotional exhaustion among employees in international four and five-star chain hotels in Istanbul, Turkey (Ali Dogantekin et al., 2022) The study showed that lack of important job features is prevalent in hotels and can be perceived as a sign of qualitative job insecurity thus once employees perceive that they may lose the valued aspects of their jobs, they experience work related strain such as emotional exhaustion (De Witte et al., 2010).

Furthermore, the findings of the study indicate that quantitative job insecurity and emotional exhaustion are positively significantly related, this is in agreement with similar findings that established that quantitative job insecurity and emotional exhaustion are significantly related among in service nurses in hospitals in Henan province China (Zhang et al., 2020). The results from the study showed that when nurses felt their work stability is being threatened they increased on their working time and working intensity which left most of them fatigued hence implying that job insecurity subsequently may increase the level of emotional exhaustion.  The study revealed job insecurity as an important source of stress which negatively impacts individuals physical and mental health to some extent.

Therefore, job insecurity is significantly related to emotional exhaustion of employees, hence organizations need to ensure that employees feel secure about their jobs, are given the necessary benefits like promotions and allowances to as to reduce on the rates of emotional exhaustion and enhance performance.

**Job Insecurity and Employee Motivation**

Objective two sought to examine the relationship between job insecurity and employee motivation, the hypothesis stated that there is a significant relationship between job insecurity

and employee motivation, results show that job insecurity and emotional exhaustion are negatively significantly related. This implies that when the level of job insecurity increases the level of motivation decreases among employees.

The findings of the study indicate that job insecurity and employee motivation are negatively significantly related this is in agreement with previous research regarding the relationship between job insecurity and employee motivation which found out that when employees experience a high level of job insecurity, they lack control over their jobs and become helpless and perceive their work effort to be meaningless (Yuhyung Shin, 2019). Sensing a lack of control, a loss of control and lack of meaningfulness hinders employees' full engagement in their work, thereby leading to decreased motivation

More so, the findings indicate that quantitative job insecurity and employee motivation are negatively significantly related. This is in agreement with the study that was undertaken among 77 employees at Elga Security Co. Uganda (Ssendawula, 2021). From the study it was concluded that quantitative job insecurity and employee motivation are significantly related among employees in their organization and the more employees are feeling insecure about their job the more they feel fatigued and emotional exhausted.

The findings from the study further indicate the qualitative job insecurity and employee motivation are negatively significantly related. These results are in agreement with a study performed between unionized and non-unionized organizations in Nagpur (Kumar et al., 2019) which discovered a significant relationship between qualitative job insecurity and motivation which discovered that Unionized employees faced high levels of job insecurity and demotivation because they are unable to negotiate their employment terms individually and need to approach a collective agreement. While non-unionized employees faced low levels of job insecurity and were more motivated because they can negotiate on their own behalf for

example requesting raises or changes to their employment agreement without needing to worry about the collective agreement.

**Emotional Exhaustion and Employee Motivation**

Objective three sought to examine the relationship between emotional exhaustion and employee motivation, the hypothesis stated that emotional exhaustion and employee motivation are significantly related, results show that emotional exhaustion is negatively related to employee motivation. This indicates that emotional exhaustion is likely to decrease motivation among employees in health facilities. High levels of emotional exhaustion led to low levels of motivation among employees whereas low levels of emotional exhaustion are mostly likely to result into high levels of motivation among employees in health facilities in Kampala district.

The findings of the study indicate that emotional exhaustion and employee motivation are negatively significantly related. This is in agreement with a study conducted among 363 employees in Turkish retail banks (Karatepe, 2020). The results from this study indicated that high levels of emotional exhaustion lead to low levels of motivation in retail banks. They further indicated that employees in banks where not enthusiastic about their work because the workload was too much which left most of them fatigued and exhausted hence leading to demotivation.

In addition to the above the findings of the study show that emotional exhaustion and intrinsic motivation are negatively significantly related. A similar study conducted among physical education aimed at exploring the relationship between emotional exhaustion and intrinsic motivation to teach in 93 physical education teachers (Berghe, 2013). Results showed that teachers report more emotional exhaustion when they are less intrinsically motivated which implies that being intrinsically motivated may function as a buffer against the

development of emotional exhaustion. This implicates that it is important for politicians, directors, teachers, and teacher educators to consider teachers' type of motivation to teach to prevent emotional exhaustion.

Furthermore, the findings of the study indicate that emotional exhaustion and employee motivation are negatively significantly related. A study conducted among Canadian school principals in Quebec, Canada (Fernet et al., 2012) is in agreement with the results from our study. The results from the study indicated that that there was a negative significant relationship between emotional exhaustion and motivation therefore principles who were stressed, fatigued and exhausted where demotivated.

**Mediating Role of Emotional Exhaustion**

Objective four thought to examine whether emotional exhaustion mediates the relationship between job insecurity and employee motivation, the hypothesis stated that emotional exhaustion mediates the relationship between job insecurity and motivation, results show that emotional exhaustion does not mediate the relationship between job insecurity and employee motivation. This implies that employee's demotivation as a result of being insecure about their jobs does not depend on emotional exhaustion levels, this therefore, means that other facts which need to be investigated in future may have more significant mediating effects than emotional exhaustion.

The findings of the study indicate that emotional exhaustion does not mediate the relationship between job insecurity and employee motivation, the findings contradict several research findings such as (Smit et al., 2020) whose findings show that Job insecurity may often increase mental fatigue and lead to a demotivation in the long run. Hence, employees have to put extraordinary efforts to control their feelings to fulfil job expectations when dealing with these stressors.

More so, the findings of the study indicate that emotional exhaustion does not mediate the relationship between job insecurity and employee motivation, Similar findings are in disagreement with our results, they found out that the presence of job stresses, such as job insecurity, may result in emotional exhaustion while dealing with such a hectic setting. When faced with these stresses, employees may find themselves demotivated since they must take more effort to control their emotions in order to fulfil work expectations (Cropanzano, Rupp, & Byrne, 2017).

The findings of the study indicate that emotional exhaustion does not mediate the relationship between job insecurity and employee motivation, this is in disagreement with research findings that indicated that emotional exhaustion creates frustration among employees, resulting from different employees feeling insecure about their jobs and which the long run leads to the possibility of demotivation among employees.  (Reb et al. (2017).

**Conclusion**

The aim of the study was to explore the relationship between job insecurity, emotional exhaustion and employee motivation. The results of the surveys collected from different hospitals in Kampala district demonstrated that job insecurity, emotional exhaustion and employee motivation are significantly related. The findings of our study also indicated that emotional exhaustion doesn't mediate the relationship between job insecurity and employee motivation This research offers managers a deeper perspective of job insecurity, emotional exhaustion and motivation hence will help in mitigating the effects of job insecurity on employee's performance in organizations.

**Recommendations**

The findings from the study indicate that job insecurity and emotional exhaustion are positively significantly related therefore organizations should ensure that employees are getting benefits like rewards, pay and promotions as this will affect how employees perceive the future of their employment in the organization and will leave most of them emotional drained and fatigued which in turn will affect their performance.

Basing on the findings that job insecurity has a positive significant effect on emotional exhaustion, medical and health management departments should make great efforts to construct a harmonious working environment, formulate reasonable salary distribution and promotion systems, provide more trainings in education and professional development opportunities which in turn we easy employees concerns regarding the risk of job loss.

On the basis of the findings that job insecurity has a negative significant relationship with employee motivation, organizational leaders who are aiming to improve their employee's motivation need to decrease employees job insecurity perceptions. Although job insecurity is inevitable in today's organizations, there are several ways to diminish the level of job insecurity that employees perceive in the workplace. Job insecurity is heightened in uncertain and unpredictable surroundings therefore managers should reduce on the uncertainty and increase predictability by clarifying organizational policies and performance goals and standards.

The findings further indicate that emotional exhaustion and employee motivation are negatively significantly related, organizational leaders therefore should recognize individuals needs and interests when designing their jobs to be more motivating for example organizations may want to consider job crafting interventions to better engage employees and help them find meaning in their work.

In addition to the above, the findings indicate that job insecurity and employee motivation are negatively significantly related henceforth organizations should involve their employees in staff capacity building trainings as a way of motivating them in order to make staff feel secure about their jobs and hence increase the feeling of employees being secure about their jobs.

In order to make staff feel secure about their jobs, organizations should issue written contracts to their employees highlighting the terms and conditions of their employment while clearly highlighting that employees' tenures are not to be ended untimely without clear circumstances. The circumstances under which an employee can be terminated should be clearly indicated in the H.R manual.

**Research recommendations**

The areas related to this research than need to be investigated are; the mediating role of emotional exhaustion on the relationship between job insecurity and employee motivation while controlling the other effects of the variables other than sex, age and professionalism; the mediating role environmental variables such as culture, education, family to mention but a few have on the relationship between job insecurity and emotional exhaustion, relationship between job insecurity and motivation and on the relationship between emotional exhaustion and motivation.

Future research can also be conducted in other contexts such as government institutions and academic institutions since the service industry might be affected differently by job insecurity and consequently the outcomes.

Future research can also consider enlarging the sample on order to examine whether there is actually a mediating effect of emotional exhaustion on the relationship between job insecurity and employee motivation

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**Appendices**

**Appendix I: Questionnaires**

**A study Job Insecurity, Emotional Exhaustion and Employee Motivation**

Dear Participant,

You are invited to participate in this study which focuses Job insecurity, Emotional exhaustion and employee motivation. Your participation will involve completing the survey questionnaire below. The questionnaire takes 10 - 20 minutes. Your responses will be kept anonymous and confidential. Work through the items below quickly. You should often go with your first instinctive response that comes to your mind when you read the item.

**Personal Information**

1. Your age (in years): _____

2. Your gender:     Male  ☐          Female  ☐

3. Years spent in your profession:  _____

4. Years spent in this health facility:_____

5. Highest level of education/ qualification:

   Certificate ☐          Diploma          ☐          Bachelor's Degree ☐

   Post graduate diploma          ☐          Master's Degree ☐

   Ph.D.          ☐

6. Type of health facility:  Public ☐     Private          ☐          Not applicable          ☐

Name of the health facility

_____

**Job Insecurity**

*On a scale of 1-6 where 1= 'strongly Disagree' and 6 = 'Strongly Agree'.*
*Looking at your situation during COVID-19, to what extent do you agree with the following statements?*

| Quantitative | | 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|---|---|
| JI1 | I was sure I would keep my job | | | | | | |
| JI2 | There were chances that I could lose my job | | | | | | |
| JI3 | I felt insecure about the future of my job | | | | | | |
| JI4 | I thought I could lose my job in the near future | | | | | | |
| Qualitative | | 1 | 2 | 3 | 4 | 5 | 6 |
| JI5 | I was afraid that my work would change for the worse | | | | | | |
| JI6 | I had concerns about my career in the organization | | | | | | |
| JI7 | I worried about getting less stimulating and varied tasks in the future | | | | | | |
| JI8 | I worried that I would not be able to influence how I can plan my work | | | | | | |
| JI9 | I felt anxiety about not being able to perform my duties in the way that I had earlier | | | | | | |
| JI10 | There was a risk that I would not have access to the same resources (work colleagues, materials, and information). | | | | | | |
| JI11 | I worried that my work would not be as meaningful in the future | | | | | | |
| JI12 | I worried that the quality of my work would deteriorate | | | | | | |
| JI13 | I worried that my skills and knowledge would not benefit my work anymore | | | | | | |
| JI14 | I was anxious not being able to handle the demands that will be placed on me | | | | | | |
| JI15 | I worried that the values of the organization would change for the worse | | | | | | |

**Emotional Exhaustion**

*On a scale of 1-6 where 1= 'Never and 6 = 'Every day;* kindly indicate to what extend you agree with the following statements

| SN | Statement | 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|---|---|
| 1. | I feel emotionally exhausted because of my work | | | | | | |
| 2. | I feel worn out at the end of the working day | | | | | | |
| 3. | I feel tired as soon as I get up in the morning and see a new working day stretched out in front of me | | | | | | |
| 4. | Working with people the whole day is stressful for me | | | | | | |
| 5. | I feel burned out because of my work | | | | | | |
| 6. | I feel frustrated by my work | | | | | | |
| 7. | I get the feeling that I work too hard | | | | | | |
| 8. | Being in direct contact with people at work is too stressful | | | | | | |
| 9. | I feel as if I am at my wits' end | | | | | | |
| 10. | I have become more callous (insensitive/ uncaring) toward people since I took this job | | | | | | |

**Motivation**

*Why do you or would you put efforts into your current job?*
*On a scale of 1-6 where 1= 'not at all' and 6 = 'completely', indicate to what extend the following reasons apply to you.*

| *Extrinsic Regulation - Social* | | *1* | *2* | *3* | *4* | *5* | *6* |
|---|---|---|---|---|---|---|---|
| M1 | To get others' approval (e.g., supervisor, colleagues, family, clients …) | | | | | | |
| M2 | Because others will respect me more (e.g., supervisor, colleagues, family, clients …) | | | | | | |
| M3 | To avoid being criticized by others (e.g., supervisor, colleagues, family, clients …) | | | | | | |
| *Extrinsic Regulation – Material* | | 1 | 2 | 3 | 4 | 5 | 6 |
| M4 | Because others will reward me financially only if I put enough effort in my job (e.g., employer, supervisor …) | | | | | | |

| | | 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|---|---|
| M5 | Because others offer me greater job security if I put enough effort in my job (e.g., employer, supervisor …) | | | | | | |
| M6 | Because I risk losing my job if I don't put enough effort in it | | | | | | |
| *Introjected Regulation* | | **1** | **2** | **3** | **4** | **5** | **6** |
| M7 | Because I have to prove to myself that I can | | | | | | |
| M8 | Because it makes me feel proud of myself | | | | | | |
| M9 | Because otherwise I will feel ashamed of myself | | | | | | |
| M10 | Because otherwise I will feel bad about myself | | | | | | |
| *Identified Regulation* | | *1* | *2* | *3* | *4* | *5* | *6* |
| M11 | Because I personally consider it important to put efforts in this job | | | | | | |
| M12 | Because putting efforts in this job aligns with my personal values | | | | | | |
| M13 | Because putting efforts in this job has personal significance to me | | | | | | |
| *Intrinsic Motivation* | | **1** | **2** | **3** | **4** | **5** | **6** |
| M14 | Because I have fun doing my job | | | | | | |
| M15 | Because what I do in my work is exciting | | | | | | |
| M16 | Because the work I do is interesting | | | | | | |

**The End; Thank you for participating**

**Appendix II: letter of introduction**



# MAKERERE UNIVERSITY

P.O. Box 7062, Kampala UgandaTel: +256-414- 540739 website: wwwnak.acug

COLLEGE OF HUMANITIES AND SOCIAL SCIENCES (CHUSS)

SCHOOL OF PSYCHOLOGY

Department of Educational, Social and Organizational Psychology

15th September, 2022

Dear Sir/Madam,

Re: INTRODUCING MS. NASASIRA LEAH,
**REG. NO. 2019/HD03/26069U**

The above named is a student in our department offering Masters of Organizational Psychology degree of Makerere University. She is required to carry out a compulsory research and her research topic is Job insecurity, emotional exhaustion and employee motivation. She is seeking to obtain information from your Organization that could help her in her research.

Any help you offer to her regarding this study will be highly appreciated as it will help her successfully undertake her research and fulfill the partial requirements for the Award of a Master's Degree.

Yours sincerely,

Dr. Martin Baluku
SUPERVISOR