University of Cape Town

School of Management Studies

THE RELATIONSHIP BETWEEN JOB CHARACTERISTICS, DECENT WORK, AND WELL-BEING IN SOUTH AFRICA'S PRIVATE SECURITY SECTOR

Kaylin Lee Shapiro

(SHPKAY001)

A dissertation submitted in partial fulfilment of the requirements for the award of the Degree

of Master of Commerce in Organizational Psychology

Faculty of Commerce

2021

Supervisor: Ines Meyer

COMPULSORY DECLARATION:

This work has not been previously submitted in whole, or in part, for the award of any degree. It is my own work. Each significant contribution to, and quotation in, this dissertation from the work, or works of other people has been attributed, cited and referenced.

Signature: 	Signed by candidate 	Date: 9 November 2021

Acknowledgements

I would like to thank my supervisor, Ines Meyer, for her continued support, guidance, and kindness throughout my master's year. Thank you for giving me the opportunity to fulfil my dreams and complete my Master's in organizational psychology.

I would like to acknowledge my constant steam of support, my mom, Lynette, for her infinite love and belief in my academic abilities. Thank you for celebrating every small milestone along the way, and for being my biggest fan always.

To the strongest person I know, my incredible sister, Brittany, thank you for being a light in my life, a constant stream of encouragement, positive words, motivation, and pillar of strength for me. Your help throughout my Honours and Master's years is one of the main reasons I am where I am today, and I am forever grateful for you.

To my dad, Derek, thank you for affording me with the privilege of a tertiary education at the University of Cape Town. This achievement allows me to work as an Organizational Psychologist, helping to change the lives of working individuals. I am forever grateful. In addition, I would like to express my thanks to my brother, Jared, for never doubting how capable I am.

Thank you to my best friend, Linir, for being my pillar of strength throughout my Master's year. I don't know where I'd be without your constant love, support, and words of wisdom to pick me up when I feel I am not good enough. Thank you for celebrating my wins with me. I could not have achieved this without you and it is not possible to put into words how grateful I am for you.

Lastly, I would like to express my genuine gratitude to the security guards, who took the time to complete my questionnaire, and without whom I would have no content for my dissertation. I hope that I can play some part in educating employers who run private security companies, and by doing so, make your working experience better for a better quality of life.

Abstract

South Africa's private security sector has become amongst the largest in the world. Research has shown that for the largest category of private security employees - security guards – employment tends to be insecure, wages low, working hours long and few have access to social benefits, such as pay for sick leave, unemployment, retirement, housing, education or family circumstances. This study aimed to investigate if job characteristics should be considered as an aspect relevant for creating decent work for security guards, thus allowing security guards to have a considerable degree of well-being through their work. Specifically, this study asked: Does adding meaningfulness created through a job's content as an indicator of decent work strengthen the relationship among decent work and well-being compared to current decent work indicators? Security guards around South Africa were asked to respond to a questionnaire which assessed job characteristics, decent work, and well-being levels. Analysis of the 98 response sets demonstrated that the job characteristics of security guards appear to have no influence on their perception of decent work nor their well-being, except for task identity which predicted well-being. Managers of private security companies may increase task identity by involving security guards in more aspects of work by enabling them take part in the planning, reporting, and evaluation of projects. This could be including the security guards in meetings with community forums so that they understand crime trends. Future research in the private security sector in South Africa is needed to create awareness of the unfavourable working conditions that many low-level security guards experience and how these can be ameliorated. This would allow private security companies to incorporate socially responsible practices regarding their employees' working conditions which are likely to increase security guards' job productivity at the same time.

Table of Contents

List of Tables

List of Figures

CHAPTER 1

INTRODUCTION

The International Labour Organization (ILO) defines decent work as summing up the ambitions of individuals in their working lives, as "it involves opportunities for work that is productive and delivers a fair income, security in the workplace and social protection for families, better prospects for personal development and social integration, freedom for people to express their concerns, organize and participate in the decisions that affect their lives and equality of opportunity and treatment for all women and men" (International Labour Organization, 2014, p. 1).

Decent work has been considered from a psychological lens in Blustein et al's (2013) Psychology of Working Framework which Duffy et al. (2016) developed into the Psychology of Working Theory (PWT). One of the theory's main assumptions is that work is a vital part of life and an indispensable element of mental health. Decent work is linked to well-being as it contributes to satisfying three sets of needs: survival needs, social connection needs, and self-determination needs (Blustein et al., 2013). In alignment to the ILO definition of decent work the Psychology of Working Theory advocates for efforts by governments to create jobs for opportunities; guarantees of rights including representation, freedom of association, access to collective bargaining and other legal standards that allow for human rights; social dialog among workers, for employers and government officials to encourage a communitarian working world; and for employers to create safe working conditions, sufficient free time and rest, alignment between work and family and social values, access to adequate healthcare and adequate compensation.

The decent work concept is not without criticism, however. Deranty and McMillan (2012) maintained that for work to be considered decent, it should also be meaningful, but this aspect is not currently seen as a component of decent work. Meaningfulness of work speaks to an individual's perception of meaning at work, i.e., their subjective interpretations of their experiences at work and subsequent interpersonal connections at work. Han, Sung, and Suh (2019) argued that if an individual does not experience the work they perform as meaningful, it has negative effects on their well-being. Hackman and Oldham (1976), in their job characteristics model, outlined that for work to be meaningful the tasks need to require a variety

6

of skills, be significant and there needs to be task identity. Task identity reflects "the degree to which the job requires completion of a 'whole' and identifiable piece of work – that is, doing a job from beginning to end with a visible outcome" (Hackman & Oldham, 1976, p. 161). Task significance is "the degree to which the job has a substantial impact on the lives or work of other people- whether in the immediate organization or the external environment" (Hackman and Oldham, 1976, p. 161).

As the Psychology of Working Theory postulates that decent work is considered to affect individual well-being, meaningful work (created through work characteristics that create meaningfulness) would be a relevant criterion of decent work if it strengthens the link between decent work in its current conceptualization and well-being. Based on this, the study's research question was formulated as follows: Does adding meaningfulness created through a job's content as an indicator of decent work strengthen the link between decent work and well-being compared to current decent work indicators?

This research question was explored within the private security industry in South Africa. It is ideally suited as despite being a sizeable sector little empirical research on the work in this sector has taken place, but (and maybe because) it includes jobs that often do not seem to meet decent work criteria, and which include tasks allowing for limited meaningfulness.

Over the last 17 years, the private security sector in South Africa has become one of the largest in the world, having over 10,200 registered security businesses and 2,495,899 registered security officers across the country, an increase of more than 100,000 registered security guards in contrast to the same period last year (PSRA, 2019). According to the Private Security Industry Regulatory Authority (2019), the number of registered security businesses has increased by 65% over the same period, leading to an increase of registered and employed guards by 167%. Over 10,000 registered companies exist in South Africa, with approximately 534,289 listed active private security guards and an additional 1.5 million certified (but inactive) guards; numerous times the accessible staff of the South African police and army combined. The employment headcount as a percentage of national employment figures increased from 1.95% in 2013 to 3.25% in 2017.

While concern has been expressed about privatized security services perpetuating divisions within societies along class lines – those with wealth make use of private security

services, which are fulfilled by those who have little financial means (Shearing & Kempa, 2009) - Sefalafala and Webster (2013) pointed out that research examining the working conditions of individuals employed in this sizeable sector is missing: They highlighted that for the largest category of private security employees – security guards – employment tends to be insecure, wages low, working hours long and very few have access to social benefits, such as sick leave and a retirement fund. Being in a low-status occupation could also mean that security guards feel stigmatized and lacking social recognition. Such working conditions do not fulfil the requirements of decent work.

Equally so, the job characteristics assumed to lead to a state of meaningfulness are often not favourable for security guards. Skills variety is limited for many security guards as in most cases the job primarily entails watching over a specific area to keep crime out, even though changes in job design might make it possible to increase skills variety, as well as task identity and task significance. Since Sefala and Webster (2013) found that security guards often feel they are invisible to people and stigmatized, the degree of task significance experienced is also low. Task identity is lacking as according to Sefala and Webster, security guards do not seem to see how their work involves completing a task from beginning to end as an identifiable piece of work with a visible outcome.

Aims of the Research

The aim of this study to investigate the relationship between job characteristics, decent work, and well-being among security guards in South Africa.

The goals of this study are to enhance existing theoretical knowledge on the relationship between job characteristics, decent work, and well-being, as well as to provide an understanding of the aforementioned relationships in a South African setting. This study also seeks to enhance the decent work concept by adding job characteristics as indicators of decent work and investigating whether the addition of these indicators strengthens the relationship between decent work and well-being among security guards in South Africa.

This study will provide a business case to organisations in South Africa regarding the implementation of certain job characteristics and decent work, as it demonstrates how these can contribute to greater performance levels of guards through the experience of well-being.

The sample of security guards were used as this sector has been widely known for the work not being up to decent work standards, including issues such as low pay for long working hours and little rest.

Research Question

Does adding skills variety, task significance, and task identity as indicators of decent work strengthen the link between decent work and well-being compared to current decent work indicators?

Structure of Dissertation

This introduction will be followed by a review of existing research on job characteristics, decent work, and well-being, and how these constructs present themselves among security guards. The study hypotheses derived from this literature will conclude the literature review. The methods section (Chapter 3) explains how the empirical data for this study was collected and analysed. Subsequently, Chapter 4 offers the results delivered by the different statistical analyses. In addition to a discussion of the findings, Chapter 5 reflects on the implications of the study, makes recommendations for future research, and draws conclusions.

CHAPTER 2

LITERATURE REVIEW

Introduction

Tayali and Sakyi (2020) state that the employment regulations of security guards in Africa are unthinkable, unsatisfactory, and atrocious. The purpose of this literature review is to surface in which way security guards in South Africa could experience decent work through the lens of an extension of the Psychology of Working Theory (PWT) (Duffy et al., 2016) and the Job Characteristics Model (Hackman & Oldham, 1976). The PWT and Job Characteristics Model (JCM) are combined in this paper as it is argued that job characteristics are an aspect of decent work, the central construct of the PWT. This is important as decent work has been found to influence well-being among workers.

This literature review will start by analysing studies which have considered the working conditions of private security guards in order to provide a thorough understanding of this sector. After reviewing these, the constructs well-being, job characteristics, and experience of meaningfulness of work are discussed. It is then presented how survival, social connection, and self-determination needs link to decent work and well-being. Then, a discussion as to why it would be important to include job characteristics into the PWT is provided. This chapter concludes with an overview of how the PWT assumes decent work to result in well-being.

Challenges Faced in Securing Decent Work for Private Security Employees

This section analyses the working conditions of security guards and what this suggests about the decency of work in the private security sector, as well as how these working conditions are likely to affect the well-being of private security guards. This serves to determine the role which meaningfulness created through job content may play in the decent work-wellbeing relationship.

In their article describing the health and wellbeing of security guards in Zambia, Tayali and Sakyi (2020) point out that teens who do not have enough money to enrol for tertiary education in universities often land up pursuing low-cost short courses in the hope that these

might increase their chances of finding some sort of employment. This is because they are desperate to contribute an income to meet their and their families' needs. Due to the affordability of security guard training and the high job market demand for security guards this becomes an attractive option, even though Tayali and Sakyi describe the working conditions for security guards are unsatisfactory. The situation is likely similar in South Africa.

Only four published studies were found to have studied the working conditions and wellbeing of security guards in South Africa, however. An overview of each of them is provided below. All of them found that security guards in South Africa face long working hours, low pay, and little time for rest.

All South African studies found the following adverse working conditions: low pay with little to no benefits, long working hours, little or no time for rest and no leave (Sibayoni, 2013; Sefalafala & Webster, 2011; Sefalafala & Webster, 2012; Richie et al., 2007). For example, in Richie et al. (2007)'s study, research participants reported in relation to working hours that work seemed to be "never-ending" (p. 39). Adding to the description of the job to be "never-ending", Sefalafala (2012) described the job to be extremely repetitive, boring, lonely and under-stimulating. Sebalala and Webster (2013) as well as Sibayoni (2013) noted that the job is perceived as low status, contributing to the guards' lack of social recognition and feeling demoralized and dehumanized. Sibayoni (2013) gave a practical example of how guards are even expected to carry out duties that are not a component of their job description, such as cleaning up the area around them.

The adverse effects are exhausting (Sefalafala & Webster, 2011; Sefalafala & Webster, 2012), strenuous (Sefalafala & Webster, 2012), and guards miss out on social activities (Sibayoni, 2013). Sibayoni (2013) reported that long working hours prevented security guards from attending school functions, birthdays, attending to child rearing activities. An additional factor affecting security guards disproportionately is crime. Sibayoni (2013) reported that crime is a concern on and off the job as guards travel long distances to work early in the morning.

International studies echo the observations made in the South African private security sector. The finding that job satisfaction among private security guards is low due to the specific working conditions security employees face are ubiquitous. These working conditions include

long working hours (Adegboyega, 2011; Kudakwashe, 2017; Lee, 2002; Murunga, 2011; Yadav & Kiran, 2015) and low pay or even delays in pay (Kudakwashe, 2017; Lee, 2002; Nala and Cobbina, 2017; Nalla et al., 2017; Yadav and Kiran, 2015). In addition to low pay, Adegboyega (2011), in her study titled "The Evolution of Private Security Guards and their Limitations to Security Management in Nigeria", found that pay also varied depending on their individual contracts, meaning that guards with the same experience and skills earn differently.

Despite some guards being more experienced, there is a general lack of specialist skills and training in the private security sector (Nala & Cobbina, 2017; Thumala, et al., 2011). Thumala et al. (2011) state that this is the reason why contempt exists in the industry. However, Lee (2008)'s study, states that the main reason contempt exists is due to their clients and general society making them feel dehumanized. Lee (2008) believes that the contempt of society exaggerates the guards' insecurity.

In addition to inadequate training, mentioned above, poor pay, boredom, and an absence of simple facilities at work were amongst the issues discovered that explains low job satisfaction (Nalla & Cobbina, 2017). Job satisfaction is a pleasant emotional feeling that comes from the appraisal of the one's job (Nalla et al., 2017). Meaningfulness of work has been widely found to contribute to positive outcomes including job satisfaction (Hackman & Oldham, 1976; Nalla et al., 2017).

Offering decent work acknowledges an individuals' dignity (Lucas, 2017). However, many security guards experience a lack of dignity and disrespect on the job (Bolton et al., 2016; Hughes, 1962; Kudakwashe, 2017; Noronha et al., 2020). Bolten et al. (2016) further points out that this diminishes the possibility of performing decent work.

These studies demonstrate the consequences of poor working environments on a security guards' overall well-being. Skills variety, task significance, task identity are shown to be low for security guards. Decent work is also revealed to be low seen by the low wages, little time for rest, insecurity, little to no protection, and stifled freedom. This results in the experience of low well-being for security guards working in the private sector.

A theoretical framework to understand the factors which contribute towards security guards finding themselves in this position and the psychological consequences is the

Psychology of Working Theory (Duffy et al, 2016). It focuses on the influence of socioeconomic constraints in moulding work and well-being outcomes. The next section provides an overview of the theory.

Theoretical framework

The theoretical framework of a research study affects every decision made in the research process (Mertens, 1998) and guides the logic behind the research study. The Psychology of Working Theory is employed in the present study to aid in solving the research question.

The Psychology of Working Theory. The PWT offers a theoretical framework on decent work from a psychological standpoint (Duffy, et al., 2016). It considers the influence of structural factors and certain individual characteristics on quality of life and work fulfilment via their link to decent work. The PWT defines decent work as comprising of: (a) physical and interpersonally safe working conditions, (b) hours that permit free time and sufficient rest, (c) organizational values that add to family and social values, (d) adequate compensation, and (e) access to adequate health care. The theory posits that there is decent work in the presence of all these elements, yet it is also possible that individuals experience only some elements of decent work. Decent work is assumed to link to work fulfilment and well-being via the fulfilment of survival needs, social connection needs, and self-determination needs (Blustein et al., 2008). As these needs are considered to be basic needs, the PWT proposes that work is a human right at the core of mental health and well-being (Blustein, 2006, 2013; Duffy et al., 2016).

The PWT focuses on the influence of socioeconomic constraints in determining the likelihood that individuals will gain access to decent work and consequently their degree of well-being. It assumes that psychological influences, namely, proactive personality, career adaptability, and critical consciousness together with social and economic factors, including economic conditions, marginalization, and social class determine individuals' work experiences (Duffy et al., 2016). It attempts to provide an explanation for these experiences for individuals from different backgrounds, mainly those of individuals who are part of social groups that have been marginalized and disenfranchised, therefore having less access to traditional career narratives. As the precariousness of work is increasing, so is the size of these

social groups (ILO, 2015; Standing, 2009). What sets the PWT apart from other psychological theories is that it pays attention to how sociocultural factors, such as discrimination, oppression, intersectional identities, high barriers, and low volition, impact the career development process and experience of work. An overview of the model's complete conceptual framework is provided in Figure 1.

Figure 1. The Psychology of Working Theory Conceptual Framework (as shown in Duffy et al., 2016; p. 129).
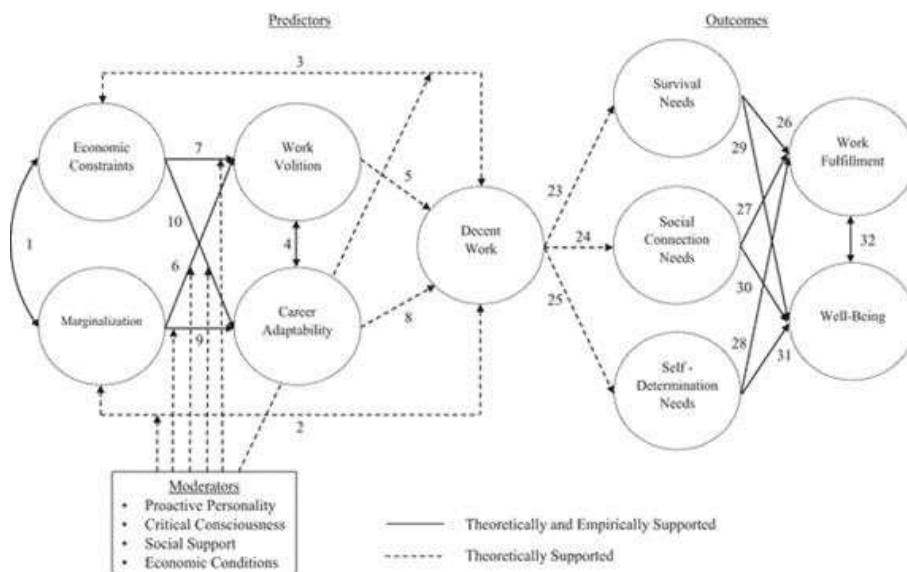
The PWT proposes that decent work links to well-being and work fulfilment via need satisfaction via the fulfilment of three important needs (survival, social connection and self-determination). Empirical data has reliably supported this assumption (Bluestein, 2012; Duffy et al., 2013; Harter et al., 2003). Those in jobs with low remuneration are least likely to earn enough to satisfy survival needs, and thus have a tendency to be the most dissatisfied with their jobs (Clark et al., 1996). It was found that people that come from higher social classes had a higher chance of experiencing meaning at work despite deriving meaning from alike sources to people in lower social classes (Allan et al., 2014). Furthermore, people who earn more money with a higher level of education are more likely to pursue their "calling" (Duffy et al., 2013). This is likely a result of financial and social capital. When it lacks it creates considerable external barriers and consequently lower levels of volition. For these reasons, the PWT proposes that satisfying survival, social-connection, and self-determination needs through work that is decent predicts work fulfilment.

Satisfying these needs will in turn contribute to an individual's well-being. In order to clarify well-being as a construct, a definition is provided in the next section.

Well-being: A definition

Diener (1984a) defined well-being as a wide-ranging general term that includes various types of appraising an individual's life or emotional experiences, including life satisfaction, positive affect, and low negative affect (Diener et al., 1999; Lyubomirsky et al., 2005). According to the World Health Organization (WHO), a state of well-being is that in which a person realizes their potential, is able to cope with the normal stresses of life, work productively, and contribute to her or his community (World Health Organization [WHO], 2014). However, well-being has been defined in the PWT and will therefore be used here as "a person's cognitive and affective evaluation of his or her life" (Diener et al., 2002, p. 63), with a high level of well-being indicating a high level of life satisfaction, high positive affect, and low negative affect (Bojanowska & Zalewska, 2017; Bowling et al., 2010; De Neve et al., 2013; Liu et al., 2016; Ryff, 2013a). It is assumed that the experiences in one life area have analogous effects on the experiences in other life areas (Bowling et al., 2010). As work and relationships are a major context of people's lives the well-being of a worker is essential for them to experience a good quality of life (Richardson, 2012), and thus decent work can be expected to result in general well-being (Duffy et al., 2015; Duffy et al., 2016).

Meaningfulness of Work: A definition

Meaningfulness of work within the organizational behaviour domain has mainly been looked at from a psychological lens, supposing that an individual's perception of meaning is based on their own subjective interpretations of their experiences at work and subsequent interpersonal connections at work (Cohen-Meitar et al., 2009; Fairlie, 2011; Rosso et al., 2010; Wrzesniewski, 2003). This viewpoint allows for individuals to make their own judgements about meaning as the workers are embedded within various possible sources to derive meaning from. Definitions of meaningfulness of work vary in the literature, often spoken about as general beliefs, values, and attitudes about work (Brief & Nord, 1990a; Nord et al., 1990; Ros et al., 1999). Others have defined it as pertaining to the individual experience and significance of work (MOW International Research Team, 1987; Wrzesniewski et al., 2003). Rosso et al. (2010) defined meaningfulness of work as the perception that daily responsibilities have

broader significance, and Kahn (1990) defined it as the degree to which employees feel work is important and worthwhile. In summary, it is "finding a purpose in work that is greater than the extrinsic outcomes of the work" (Arnold et al., 2007, p. 195). As mentioned by Hackman and Oldham (1976), for example, meaningfulness of work is a vital psychological state that positively impacts work performance, job satisfaction, and work motivation, whilst negatively impacting turnover. Conversely, meaningfulness of work causes positive job-related outcomes, for example employees who are satisfied, trustworthy, creative, engaged, motivated, devoted, productive. Recently, satisfaction has been recognized as a significant factor to achieve meaningfulness of work (Cohen-Meitar et al., 2009; Fairlie, 2011; May et al., 2004; Rosso et al., 2010; Sylvia et al., 2019).

Work-fulfilment and Job characteristics

Hackman and Oldham's (1976) Job Characteristics Model, which is fundamentally a motivation theory, pursues to explain how the nature of the job leads to motivation, satisfaction, and effectiveness. There are five fundamental job characteristics (i.e., skill variety, task identity, task significance, autonomy, and feedback from job) which are assumed to affect three important psychological states (i.e., experienced meaningfulness of the work, experienced responsibility for outcomes of the work, and knowledge of the actual results of the work activities), which in turn influence work outcomes (i.e., growth satisfaction, overall job satisfaction, absenteeism, internal work motivation, and work effectiveness). The model is presented in Figure 2.

Figure 2. The Job Characteristics Model (Hackman & Oldham, 1976).
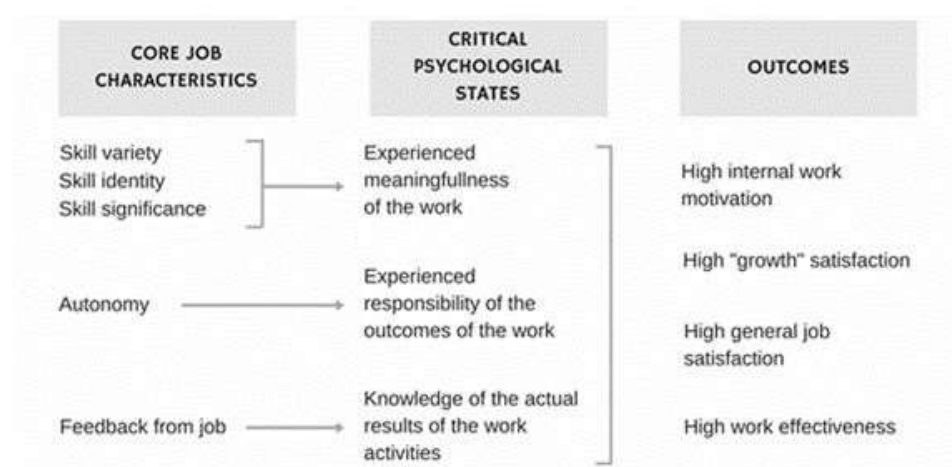
Job characteristics are assumed to influence the psychological state of meaningfulness of work.

The JCM assumes that meaningfulness is experienced if work tasks have three characteristics: Skills variety, task identity, and task significance. Each of these aspects is defined in the following sections.

Skills variety. This refers to the "degree to which a job requires a variety of different activities in carrying out the work, involving the use of a number of different skills and talents of a person" (Hackman & Oldham, 1976, p. 161). If workers have a wide-ranging set of skills, workers will be equipped to utilize such skills in their work. High levels of skills variety have been associated with an increase in work engagement, job satisfaction, motivation, and involvement, and work fulfilment (Chan & Mai, 2015; Coetzee & Stoltz, 2015; Zacher, 2014). The JCM also states that workers with a job in which they are able utilize a variety of their skills will likely experience a higher degree of meaningfulness of work (Hackman & Oldham, 1976).

Task identity. This involves the extent to which a job necessitates completion of a 'whole' and identifiable piece of work – in other words, "doing a job from beginning to end with a visible outcome" (Hackman & Oldham, 1976, p. 161). A high level of task identity has been widely found to link to work engagement, internal motivation, and job satisfaction (Chan & Mai, 2015; Coetzee & Stoltz, 2015; Van Wingerdon & Van der Stoep, 2018). According to the JCM, if employees understand how their job fits into the broader scheme of things, they will experience a higher degree of meaningfulness of work (Hackman & Oldham, 1976).

Task significance. This is "the degree to which the job has a substantial impact on the lives or work of other people - whether in the immediate organization or in the external environment" (Hackman and Oldham, 1976, p. 161), with higher levels of task significance increasing work engagement and job satisfaction (Chan & Mai, 2015; Coetzee & Stoltz, 2015; Van Wingerdon & Van der Stoep, 2018). The JCM proposes that employees who experience higher task significance in their jobs will experience a higher degree of meaningfulness of work (Hackman & Oldham, 1976).

Studies have repeatedly exhibited that work with high levels of skills variety, task identity, and task significance is experienced as particularly meaningful (Allan et al., 2014;

Humphrey et al., 2007). Individuals with higher levels of skills variety, task identity, and task significance are more likely to perceive their work as meaningful and fulfilling, and thus, it is presented that higher skills variety, task identity, and task significance are aspects of decent work. These job characteristics have also been shown to link to meaningfulness of work indirectly via job satisfaction (Chan & Mai, 2015; Coetzee & Stoltz, 2015; Van Wingerdon & Van der Stoep, 2018). Since skills variety, task identity, and task significance result in a higher level of job satisfaction, the experience of meaningfulness of work is also heightened. Since, in this paper, it is proposed that meaningfulness of work is an indicator of decent work, the level of skills variety, task identity, and task significance workers experience co-determine the extent to which workers perceive their job as decent.

Summary

The few existing studies looking at the working conditions of private security guards have shown that the working conditions which are common for security guards, such as long hours for low wages with little time for rest, negatively impact their quality of life. The importance of considering how security work can become more decent is thus important.

In line with the PWT this study proposes that obtaining decent work influences workers' well-being and work fulfilment via the fulfilment of survival needs, social connection needs, and self-determination needs. It was argued that meaningfulness of work described in the JCM and work fulfilment described in the PWT are equal constructs and that the terms can thus be used interchangeably. The JCM further assumes that aspects of the actual tasks to be conducted can contribute towards individuals perceiving their work as meaningful. I thus argued that characteristics of the task should be included in the decent work concept which describes the conditions of work which should be fulfilled for an individual to be able to live a meaningful live and to obtain wellbeing.

In order to examine this argument empirically, the value of incorporating the jobs characteristics skills variety, task significance and task identity were measured in addition to access to healthcare, safe working conditions, adequate compensation, working hours allowing for free time, and complimentary organizational values.

Figure 3. Conceptual Model of Relationship between Job Characteristics, Decent Work, and Well-being
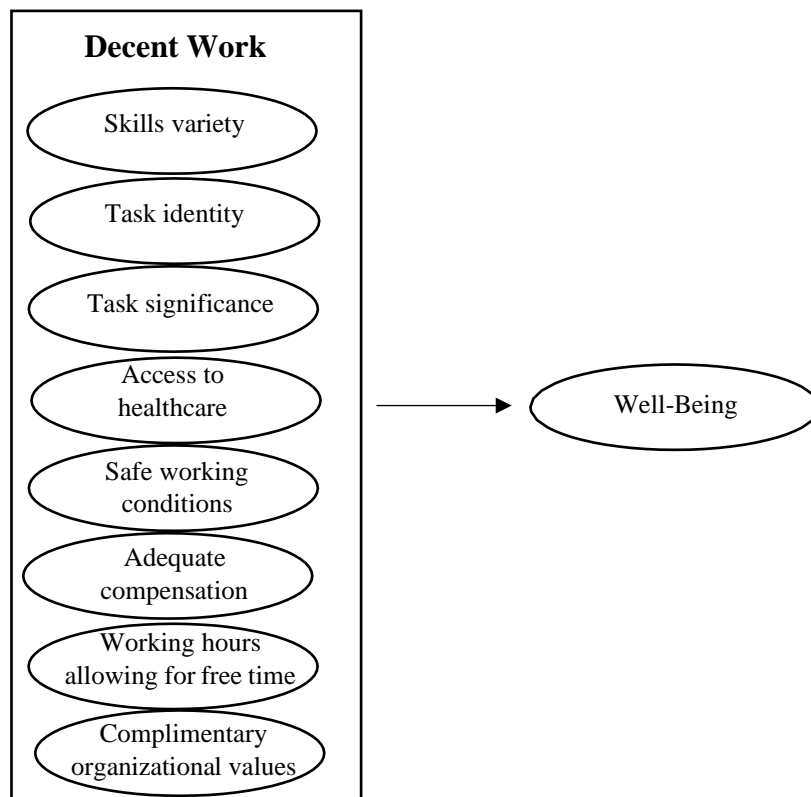
The specific hypotheses being tested were:

H1: The less decent security guards see their work, the lower their well-being.

H2: The less skills variety, task significance, and task identity, the lower well-being levels.

H3: The explained variance in well-being increases when skills variety, task identity, and task significance is added to decent work.

The methods use to answer the research question is discussed in the following chapter.

CHAPTER 3

METHODS

The aim of this chapter is to present the research methods employed in the study. It is separated into four parts: research design, participants, measuring instruments, data analysis techniques, and ethical considerations.

Research design

The study followed a positivist paradigm and made use of a descriptive design as the purpose of the study was to establish the relationships between three job characteristics, the five indicators seen as making up decent work in the PWT, and well-being. A cross-sectional design was used as data was gathered at a single point in time (Burns & Burns, 2008). Since the variables evaluated correspond to subjective phenomena, the most useful method of measuring them was to evaluate participants' feelings directly by using a self-report questionnaire (Veenhoven, 2012). Thus, a quantitative self-report survey was compiled – some participants completed it in electronic and some in hardcopy version. The quantitative approach permitted the study to test multiple hypotheses statistically in data from a large sample (Neuman, 2007).

Sampling

All employees working in private security companies within South Africa were deemed as potential participants in the study regardless of age, gender, or race. Purposive sampling was used in order to hone in on a particular phenomenon and/or processes (Field, 2013).

Participants

The total number of participants was 98. Participants described themselves as African (n = 80; 81.6%), Coloured (n = 11; 11.2%), White (n = 5; 5.1%), one participant described themselves as Other, and one participant preferred not to answer (1%).

The sample consisted of 83 individuals who identified as male (84.7%), and 15 who identified as female (15.3%) which corresponds to the fact that more males than females are employed as security guards (Sefalafala & Webster, 2013).

The age categories were 20-24 years, 25-29 years, 30-25 years, and 36 and above. The average age of security guards being 36 and above. 55 participants (56.1%) were in the age group 36 and above, 28 participants (28.6%) were between 30 and 35 years old, eight participants (8.2%) in the age group 25-29, five participants (5.1%) between 20-24, and two participants (2%) preferred not to provide their age.

Job titles were categorised into Grade A (n = 16; 16.3%), B (n =11; 11.2%), and C (n = 31; 31.6%). 40 participants did not specify their job title.

Procedure

A research proposal for the study was presented virtually to a review committee consisting of academic staff in the Section of Organisational Psychology at the University of Cape Town. Following the proposal's approval, ethics approval was sought and granted from the University of Cape Town's Commerce Faculty Ethics in Research Committee. I conducted an internet search for private security companies in South Africa and emailed approximately 50 companies with information about the nature and aims of the study. Of these, five companies offered to send some of their employees' names and contact numbers after having sought their permission. A message containing information about the study was sent via WhatsApp to each number received. The message included a request for a day and time at which the researcher could call. Where employees responded they were called and I introduced myself, requested consent, and spoke more to the nature and aims of the study. At the end of the phone call, the researcher conveyed that a link to the questionnaire would be sent via WhatsApp as participants could complete it in their own time, and to ensure there was no miscommunication resulting from lost connection or bad signal. This was particularly important as most security guards were situated in a noisy area during the phone call. Participants finished the questionnaire within 15-20 minutes. No further debriefing was implicated. Participants were informed via the questionnaire cover page that participation was voluntary, that their identities would be kept anonymous, and responses kept confidential.

At a further four security companies, executive employees offered the researcher to have security guards fill out questionnaire hardcopies at their respective headquarters. At two of these, company staff printed hardcopies after an electronic version had been emailed, scanned the completed questionnaires, and returned them via email. I delivered hardcopies to the remaining two companies and collected the completed copies at a later stage.

Due to this procedure which was necessitated by the Covid19-pandemic requiring social distancing it is unclear, if participants agreed to participate as a result of feeling it would make their employers happy, or a genuine interest in the study, and whether or not they felt they were able to answer truthfully. All effort was made for security guards to be comfortable to complete the questionnaire voluntarily and without fear of repercussion: A comprehensive covering letter preceded the questionnaire to describe the purpose, process, and value of the intended study. The cover letter is provided in Appendix A. The structured questionnaire was anonymous. The findings were saved on a personal computer and in the cloud. A copy was sent to the study supervisor. Hardcopy questionnaires will be retained for at least five years in a protected cupboard in the researcher's study.

Ethical considerations

Study participation was voluntary, with respondents being allowed to withdraw from the research at any point. The cover page of the online questionnaire contained this information, provided a description of the nature of the study, and requested consent before participants started responding to the questionnaire. Participants who were given a physical questionnaire were asked to tick a box showing their consent before filling out the questionnaire. Participants who were contacted via a phone call were asked to give their consent orally via phone. Participants were additionally notified that their participation in the study was voluntary and that their responses would be kept confidential.

The cover page further informed respondents that no known risks or benefits were associated with their participation. Notably, as the message to participate was received via participants' employers, participants might have feared that their answers would be identified by the employer, which might compromise how truthfully they answered. Guards may have also have felt pressured to participate in fear of losing their job. Moreover, guards may have potentially feared losing their job or other negative consequences if employees portrayed their

work in a negative light. To mitigate against these concerns being ethically questionable, participants were assured their answers were anonymous and confidential. Given the industry within which they work, it is possible that participants had limited formal education and literacy could potentially be an issue as education level was not assessed. Taking this into account, the questionnaire comprised of sentences and words in their simplest form in English to facilitate understanding. This was ensured by a google search of words that may be deemed complicated and replacing them with more understandable words that even participants without high literacy in English could understand. Participants were versed that their data would be kept confidential, as only group trends would be reported, and personal information removed from the dataset in order to make sure that participants could not be identified. Furthermore, since the industry is characterised by insecure employment, low wages, long working hours with very few having access to social benefits (Sefalafala & Webster, 2013), it was important to ensure that participants did not have any expectations as to potential career opportunities that may arise from this study. This was done by stating on the cover page that this research was purely for research purposes and would not lead to opportunities for career advancement.

Measures

The questionnaire was designed to measure job characteristics identified in the JCM to lead to meaningfulness, decent work as per the PWT, and well-being as well as demographic information for sample description purposes. A copy of the questionnaire has been provided in Appendix B. An overview of the measures for each of the constructs has been provided in the following sections.

Job characteristics. The revised Job Diagnostic Survey (JDS) (Idaszak & Drasgow, 1987) was used to assess job characteristics. The JDS measures employee motivation (skill variety, task identity, task significance, autonomy, and feedback). The JDS was employed as opposed to other measures as it includes the job characteristics measured in the present study. Since the proposed study was only interested in the job characteristics hypothesised to be associated with meaningfulness, that is skills variety, task significance, and task identity, only nine of the 15 scale items representing the three job characteristics were used. Responses were provided on a seven-point Likert type scale ranging from 1 = very inaccurate to 7 = very accurate, thus meaning that lower scores indicated less favourable job characteristics. Friday

and Friday (2003) found the three subscales to have acceptable reliabilities given that each only comprises three items (skills variety: Cronbach's α = .70; task identity: α = .68; task significance: α = .76), while Morris and Venkatesh (2010) found internal consistency values for each of the three subscales of $\alpha > 0.7$. Example items include, "The job requires me to use a number of complex or high-level skills" (skills variety) and "The job is arranged so that I can do an entire piece of work from beginning to end" (task identity).

Well-being. The 18-item short version of Ryff's (1989) Psychological Well-Being Scale was used to evaluate psychological well-being through six intercorrelated dimensions: self-acceptance, positive relations with others, autonomy, environmental mastery, personal growth, and purpose in life. It was chosen as it is typically used in research on the PWT. Participants rated the items on a 7-point Likert-type scale (from 1 = strongly disagree to 7 = strongly agree) and higher scores denoted higher well-being. Internal consistency coefficients ranged from .86 to .93 for the six subscales, and test–retest reliability coefficients over a 6-week period ranged from .81 to .88 in Ryff's (1989) study. An example item from the self-acceptance subscale is, "I have confidence in my opinions, even if they are contrary to the general consensus." An example item from the autonomy subscale is "In general, I feel I am in charge of the situation in which I live."

Decent work. Duffy et al's (2017) 15-item Decent Work Scale (DWS) developed as part of the PWT was used to assess the decent work construct. The DWS comprises five subscales corresponding to the five components of decent work: (a) physically and interpersonally safe working conditions, (b) access to health care, (c) adequate compensation, (d) hours that allow for free time and rest, and (e) organizational values that complement family and social values. The internal consistencies of the five three-item subscales and total scale were as follows in Duffy et al's (2017) study: Safe working conditions (α = .79), Access to health care (α = .97), adequate compensation (α = .87), free time and rest (α = .87), complementary values (α = .95), and α = .86 for the total scale. These results indicate acceptable levels of reliability (Field, 2013). Participants indicated their degree of satisfaction with certain aspects of their work on a 5-point Likert type scale ranging from 1 = very dissatisfied to 7 = very satisfied, implying that higher scores mean a higher degree of decent work. An example item from the adequate compensation subscale is, "I am rewarded adequately for my work"

and an example item from the access to healthcare subscale is "I get good healthcare benefits from my job."

The demographic variables this study assessed were age group, gender, racial group membership, and job title.

Statistical Analysis

The data was cleaned and coded by means of relevant statistical procedures in IBM SPSS (Statistical Programme for Social Sciences). SPSS version 27 was employed for data analysis. The reliability and dimensionality of the scales were assessed via Exploratory Factor Analysis. Descriptive statistics were also used to describe the sample data and independent samples t-tests and multiple regression analysis were performed to statistically test the hypotheses.

The results derived from data collection is presented in the next chapter for statistical analyses.

CHAPTER 4

RESULTS

This Chapter provides a summary of the findings after statistical analyses were conducted on the collected data. To preface this section the dimensionality and the consistency of the scales is discussed. Thereafter, the descriptive statistics are presented. Following this, the statistical procedures employed to analyse the hypotheses are provided.

Validity of scales

Typically, in psychological and social science research, Cronbach's alpha test for reliability would be used to test for internal consistency of the scales (Burns et al., 2015; John & Benet-Martínez, 2014). However, in the present study, factor analysis was employed to assess scale dimensionality as opposed to determining the scales' internal consistencies using Cronbach's alpha. This is because factor analysis permits decisions around both, scale reliability and validity, within the same statistical procedure (Field, 2003).

Factor analysis is a statistical method for distinguishing which underlying factors are measured by a (much larger) quantity of observed variables (Field, 2013). Through factor analysis, it can be ascertained which item is related to which underlying dimension (Burns et al, 2015). This is shown by the size of the item loadings on each factor. In this study, exploratory factor analysis was employed to investigate the underlying composition of a set of observed variables.

Exploratory Factor Analysis

As EFA is generally employed in studies with large sample sizes while the sample in this study comprised only 98 security guards the minimally appropriate sample size for the analysis was first established. There are varying opinions about what constitute an adequate sample size. According to Kline (2014), 100 cases should be sufficient, but Comrey and Lee (1992) stated that more than 300 response sets would be required to yield good results. The sample size in this study is lower than both recommendations. There are also studies, however, which indicate that sample size is not the only important factor, but that it should be considered in combination with the item communalities (De Winter et al., 2013; Field, 2013). De Winter

et al. (2009) studied the circumstances in which EFA delivers reliable results for sample sizes that are below 50. They determined that smaller sample sizes required high communalities, a high number of items and a small number of factors. Communalities refer to the degree to which an item correlates with other items in the scale.

In this study, there were 14 subscales with a total number of items (or variables) of 46. Based on de Winter's (2009) guidelines which they developed based on Monte Carlo studies, the approximate number of participants in this case would be between 678 (if communalities of .4 are assumed) and 8,695 participants (if communalities of .2 are assumed) (De Winter et al., 2009). This meant that it was not possible to run a factor analysis across the 46 items. Instead, separate factor analyses had to be run for each subscale. In each factor analysis the communalities were all above .3 (see Table 1), proving that in each item shared some common variance with other items. With items loadings of at least .40, De Winter et al. (2009) found that six was the minimally accepted sample size, thus making the sample size of 98 in this study appropriately large.

Though Principal Components Analysis (PCA) is the standard extraction technique used in SPSS, it is technically not an EFA procedure as it does not consider latent variables. It simply extracts uncorrelated linear combinations among variables (Costello & Osborne, 2005; Field, 2013; Roberts & Priest, 2006). Consequently, Principal Axis Factoring (PAF) was used as factor analytical procedure (Burns & Burns, 2008). It was chosen as it is suggested as a data structuring method and it recognizes the latent dimensions signified in the original variables (Hair et al., 2010).

Two further indicators were used to establish the sample suitability for factor analysis. Firstly, for each analysis, the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was determined to evaluate how well suited the dataset was for factor analysis by assessing the quantity of variance which could be the result of underlying factors (Hair et al., 2010). Secondly, the Bartlett's Test of Sphericity was used in order to check whether items on the scale correlated with one and other. Variables were deemed to be appropriate for exploratory factor analysis if Bartlett's test of sphericity gave a significance value of less than 0.05, and the Kaiser-MeyerOlkin measure of sampling adequacy value was 0.5 or greater (Field, 2013). Thirdly, Kaiser's (1965) criterion was used to determine which factors to deem relevant. It

specifies to only keep factors with eigenvalues above 1.00 (Eyduran et al., 2010; Kaiser & Caffrey, 1965).

Another requirement when running a PAF is that the items in the dataset are roughly normally distributed, and outliers must not exist (Field, 2013). Furthermore, a linear relationship needs to exist between the factors and the variables (Hair et al, 2010).

Table 1 shows the KMO and Bartlett's values for the 14 sub-scales used to measure job characteristics, decent work, and well-being among security guards based on PAF (see Appendix C for the individual item loadings of each scale).

Scales with a Bartlett's value that is not significant are not considered suitable for factor analysis (Field, 2013; Costello & Osborne, 2005). Since the subscale "hours of free time and rest" has a KMO value of above .5, and the subscale "environmental mastery" is not significant, they were deleted and thus excluded from further analyses (DiStefano et al., 2009; Eyduran et al., 2010; Field, 2013). Furthermore, all three-items for each subscale loaded significantly (above .40) on the factor. Moreover, the scales were all unidimensional as anticipated.

Table 1
KMO and Bartlett's test results, eigenvalues (one factor with eigenvalue <1 per subscale), percentage of explained variances and factor loadings for the 14 sub-scales used to assess job characteristics, decent work, and well-being among security guards (procedure: PAF, Oblimin Rotation; 3 items per subscale)

Scale name	KMO	Bartlett's Test of Sphericity $x^2(df=3)$	Eigenvalues	% explained variance	Range of significant factor loadings	Communalities
Skills variety	.66	84.61*	2.14	69.28	Q2=.78 Q4=.89 Q7=.84	Q2=.61 Q4=.79 Q7=.68
Task identity	.70	76.84*	2.16	69.39	Q1=.83 Q5=.84 Q8=.83	Q1=.69 Q5=.71 Q8=.68
Task significance	.66	47.8*	1.70	62.04	Q3=.78 Q6=.82 Q9=.76	Q3=.61 Q6=.68 Q9=.57
Physically and interactionally safe working conditions	.53	57.85*	1.71	61.34	Q1=.78 Q4=.9 Q9=.66	Q1=.61 Q4=.8 Q9=.43
Access to healthcare	.67	104.85*	1.10	73.22	Q6=.86 Q7=.91 Q11=.79	Q6=.75 Q7=.83 Q11=.63
Adequate compensation	.56	19.20*	1.96	50.81	Q5=.81 Q8=-.63 Q14=.69	Q5=.65 Q8=.39 Q14=.48
Hours of free time and rest	.48	8.01	1.11 1.05	42.86 33.63	Q3=.73 Q10=.31 Q13=.81 Q3=-.42 Q10=.91 Q13=.03	Q3=.71 Q10=.93 Q13=.65
Organizational values aligned with family and community values	.63	31.26*	1.60	56.91	Q2=.74 Q12=.81 Q15=.72	Q2=.54 Q12=.65 Q15=.51
Self-acceptance	.52	11.57*	1.14	45.51	Q1=.79 Q2=.8 Q5=.32	Q1=.62 Q2=.64 Q5=.11
Positive relations	.55	16.06*	1.51	49.24	Q6=.69 Q13=.59	Q6=.48 Q13=.35

					Q16=.8	Q16=.65
Autonomy	.51	9.85*	1.37	44.63	Q15 =.4	Q15 =.16
					Q17=.74	Q17=.54
					Q18=.8	Q18=.64
Environmental mastery	.50	.02	1.18	33.73	Q4=.51	Q4=.71
					Q8=-.43	Q8=.74
					Q9=.76	Q9=.57
				33.46	Q4=.67	
					Q8=.74	
					Q9=-.03	
Personal growth	.63	40.25*	1.58	60.06	Q11=.83	Q11=.69
					Q12=.78	Q12=.6
					Q14=.71	Q14=.51
Purpose in life	.52	13.97*	1.57	47.17	Q3=.76	Q3=.52
					Q9=.78	Q9=.66
					Q10=.36	Q10=.23

Note.* $p < .05$; Q1 = Question 1 (see Appendix B)

For scales to be acceptable, Bartlett's test is required to be significant. Subscales hours of free hours of time and rest and environmental mastery was omitted from further analysis as these scales did not produce a significant Bartlett's test. This means that the decent work construct was made up of access to healthcare, physically and interpersonally safe working conditions, adequate compensation, organizational values match with family values.

Descriptive statistics

Table 2 below shows the descriptive statistics for the study variables. The mean scores were interpreted against the scale midpoints. The midpoint was 4 for the 7-point scales of job characteristics and well-being. With average scores above four, this sample thus reflected high skills variety, task identification, task significance, and wellbeing. Likewise, a mean score above the midpoint of 3 reflected a high level of decent work, while a score below 3 demonstrated a low level of decent work. Thus, participants also experienced a relatively high level of decent work.

Table 2
Summary of Descriptive Data

Variable	n	*M*	*SD*	Min	Max	Skewness	Kurtosis
1. Skills variety	97	5.21	1.61	1	7	-1.04	.26
2. Task identity	97	5.09	1.61	1	7	-.95	-.11
3. Task significance	97	5.12	1.68	1.33	7	-.77	-.48
4. Decent work	96	3.35	.70	1	5.17	-.76	2.31
5. Well-being	96	5.04	.82	2	6.47	-.70	1.12

To determine whether variables were correlated, Pearson Product-Moment correlation analysis was utilised. Before conducting this parametric test, certain assumptions needed to be met. Firstly, no outliers should be present in the data. Box-and-whisker plots were created to test this assumption (Field, 2013). Skills variety, task identity, and well-being had one outlier each and decent work had ten extreme cases as these values fell outside the whiskers. It was, therefore, decided to remove these data points (see Appendix H-L for all box and whisker plots). Secondly, data should be normally distributed. Correlation coefficients were interpreted in line with Cohen's (1988) suggestions: coefficients varying between .10 and .29 imply a small effect, between .30 and .49 a medium effect and lastly between .50 and 1 a large effect.

The inter-correlations between variables ranged from .20 to .73 (see intercorrelation matrix in Table 3 below.).

Table 3
The Correlation Matrix for all Scales

Variable	1	2	3	4	5
1. Skills variety	-				
2. Task identity	.72**	-			
3. Task significance	.71**	.73**	-		
4. Decent work	.20	.36**	.25*	-	

| 5. Well-being | .22* | .40** | .26* | .39** | - |

Results Related to the Hypotheses

In this section, the results of the testing of the following hypotheses will be presented:

H1: The less decent security guards see their work, the lower their well-being.

H2: The less skills variety, task significance, and task identity, the lower well-being levels.

H3: The explained variance in well-being increases when skills variety, task identity, and task significance is added to decent work.

The result related for hypothesis 1 is displayed in Table 3: As expected, decent work was positively and significantly related to well-being (r = .39, p < .01). This relationship was medium in nature (Cohen, 1988). Thus, the empirical data supported the hypothesis.

Regression Analysis

Multiple regression was used to test Hypothesis 2 and 3. Multiple regression analysis is used when predicting the value of a variable based on the value of two or more other variables (Oreku et al., 2013). The strength of the relationship between an outcome variable and several predictor variables is seen. To test hypothesis 2 skills variety, task significance and task identity were entered as independent variables and well-being as dependent variable. To test hypothesis 3, a hierarchical multiple regression analysis was conducted with decent work being included as independent variable first, and task identity, task significance and skills variety in a second step. Again, well-being served as dependent variable.

Before conducting the analyses it was decided if the data met the assumptions for multiple regression. An evaluation of standard residuals was conducted, which indicated that the data did not contain outliers as values lay between -3 and 3 (Std. Residual Min = -2.31, Std. Residual Max = 1.89). Tests to find out if the data met the assumption of collinearity showed that multicollinearity was not an issue (Well-being, SD = .73). The data met the assumption of independent errors as a value of 2.0 suggests that there is no autocorrelation in the data (Durbin-Watson value = 2). The histogram of standardised residuals showed that the data comprised of

approximately normally distributed errors, however the normal P-P plot of standardised residuals indicated data points did not fall on a perfectly straight line, meaning that the data is not normally distributed (see Appendix M). However, it is important to ascertain whether data show a serious deviation from normality. The Shapiro-Wilk test of normality is also means of testing normality. If p>.05, the data is said to be normal (Field, 2013). The data is said to have acceptable levels of normality in this data set as p>.05 for the Shapiro-Wilk test of normality (p=.21). The scatter plot of standardised residuals showed that the data met the assumption of linearity as the scatter plot follows a linear pattern (see Appendix M). Furthermore, the assumption of homogeneity of variance is met as the residuals do not fan out in a triangular fashion (see Appendix M). The data also met the assumption of non-zero variances as the variance of the dependent variable is not 0 (Well-being, Variance = .53).

Job Characteristics and Well-Being. To test the second hypothesis that the three job characteristics would predict wellbeing, a multiple linear regression was conducted. The enter method was used and it was found that all job characteristics together, task identity, skills variety, and task significance, explain a significant amount of the variance in the well-being levels of security guards ($F(91) = 4.7$, $p < .01$, $R^2 = .14$, R^2 Adjusted $= .11$). R^2 specifies the percentage of the variance in the dependent variable that the independent variables explain together. Therefore, hypothesis 2 is also supported: The three job characteristics together are predictive of security guards' wellbeing. However, alone, task identity was the only variable amoung the three job characteristics that showed to significantly predict well-being.

Controlling for skills variety and task significance, the regression coefficient ($B = .17$, 95% CI, $p = .04$, $SE\ B = .08$) associated with task identity suggests that with each additional unit of task identity, well-being increases by approximately 17%. The larger the standard error of the coefficient estimate, the less precise the measurement of the coefficient. Approximately 95% of the observations should fall within plus and minus 2*standard error of the regression from the regression line (Eyduran, Topal, & Sonmez, 2010). This score suggests the coefficient score is somewhat precise.

Controlling for task identity and task significance, the regression coefficient ($B = -.08$, 95% CI, $p = .32$, $SE\ B = .08$) associated with skills variety suggests that with each additional unit

of skills variety, well-being decreases by 8%, however this association was not found to be significant.

Controlling for skills variety and task identity, the regression coefficient ($B = .07$, 95% CI, p = .4, $SE\ B = .08$) associated with task significance suggests that with each additional unit of task significance, well-being increases by 7%, however this association was not found to be significant.

Decent Work, Job characteristics and Well-being. A two-step hierarchical multiple regression model was employed to discover whether job characteristics would explain significantly more variance in well-being than decent work in its current conceptualisation in the PWT alone.

Step 1: Decent work was entered at Step 1. As had already been evident from the bivariate correlation it explained a significant 13.9% of the variance in well-being ($F(93) = 14.52$, p< .01).

Step 2: Skills variety, task identity, and task significance were entered at Step 2, explaining an additional 8% of the variance in well-being ($F(3) = 2.78$, p< .05). Thus hypothesis 3 is supported.

Table 4 displays the unstandardised regression coefficients, the standard error and the standardised regression coefficients, R, R2 , and change in R2 for the two steps of the analysis.

Table 4

Variables entered into hierarchical regression analysis in step 1 and step 2 to predict well-being, regression weights (b), test statistic (t), significance level indicated by asterisks, semi-partial correlation (SR^2), aswell as multiple regression coefficient (R), explained variance (R^2), and difference in explained variance between step 1 and step 2 (ΔR^2).

Variable	b	t	SR^2	R	$R2$	ΔR^2
Step 1				.39	.15	
Decent work	.39**	3.81	.15			
Step 2				.48	.23	.08
Decent work	.27**	2.57	.06			
Skills variety	-.09	-.59	.00			
Task identity	.38*	2.32	.05			
Task significance	-.03	-.19	.00			

Note.*p < .05; **p< .01.

CHAPTER 5

DISCUSSION

Introduction

The study sought to see if it was useful to include certain task characteristics as part of the decent work construct. This paper aimed to expand on the PWT, specifically the facets of decent work, and add to the limited literature that is available on security guards in South Africa. Should job characteristics be a criterion of decent work, achieved via skills variety, task significance, and task identity, the relationship between decent work and the well-being of workers was expected to increase. Decent work was related to well-being, the three job characteristics are predictive of security guards' wellbeing, and skills variety, task identity, and task significance are valuable in explaining well-being levels over and above decent work alone.

Decent work and well-being

First, it was examined whether decent work predicts employee well-being, which was indeed the case, suggesting that the degree to which the guards consider their work as decent predicts their well-being levels. This relationship was consistent with other findings that show that workers who perceive their work as decent are more likely to experience higher levels of well-being (Duffy et al, 2016; Duffy et al, 2015; Bluestein et al, 2016).

Because work takes up such a large amount of security guards' time, their well-being should be particularly strongly related to their level of decent work. This was supported by the correlation between well-being and decent work being particularly strong.

The fact that there is something specific about the working time among security guards was also reflected in the fact that free time and rest did not appear as a dimension of decent work in the sample. When considering the scores on the three related items making up the free time and rest subscale, it becomes evident that everyone in the sample saw these as low. Therefore, the fact that free time and rest does not form a dimension of decent work in this sample does not mean to say that free time and rest is not important for decent work, it is

merely a reflection of there being low reliability when it comes to free time and rest among security guards.

Pay, healthcare, and working conditions are likely to lower well-being via increased stressed levels. Pay does not afford the need to meet basic needs, guards' physical safety is threatened, and access to healthcare means guards' may not be able to get access to necessary healthcare. All of these increase the chances that individuals would experience high levels of stress, relating to lower well-being among security guards.

Skills variety, task significance, task identity as a predictor of well-being

Second, it was examined if skills variety, task significance, and task identity serve as a predictor of employee well-being, which was supported in this study, concluding that the degree to which security guards in South Africa consider their work to have high skills variety, task significance, and task identity predicts well-being among security guards in South Africa. This relationship was consistent with other findings that show that workers who experience greater levels of these job characteristics are more likely to experience greater levels of well-being (Allan et al., 2014; Hackman & Oldham, 1976; Humphrey et al., 2007).

Skills variety, task identity, and task significance added to decent work

This study also investigated skills variety, task identity, and task significance as predictors for well-being. Findings indicated support for task identity as an indicator of well-being, rather than all three job characteristics together.

Task identity has the strongest correlation to well-being among security guards, whereas skills variety and task significance are not particularly strongly correlated with well-being. Task identity, skills variety, and task significance are strongly correlated with each other. This could mean that the three concepts overlap with each other to some extent. A reason why task identity is significant in the regression analysis and not skills variety or task significance may have to do with the limitations of regression analysis. Regression models are susceptible to collinear problems, in other words, when there exists a strong linear correlation between the independent variables. If the independent variables are strongly correlated, the predictive power will decline, and the regression coefficients will lose their strength.

Given that skills variety and task significance are likely low among security guards, it might be assumed that insufficient variability in participants' scores on the two variables was responsible for skills variety and task significant not predicting wellbeing. This would be the case as correlation procedures - which regression is based on - require score variability. However, the data did not support this argument as there was substantial variance in the skills variety and task significance scores in the sample.

While it is known that skills variety, task identity, and task significance strongly relate to each other, future research is needed to understand how these three characteristics relate in terms of lower and higher-order characteristics. Analytical techniques are required to be performed on larger sample sizes to obtain such findings.

Limitations

The present study must be seen in light of some limitations.

Firstly, using questionnaires as a data collection method enables the possibility of lack of motivation and engagement from participants (Field, 2013). This may be due to the ease of responding to items in a fast manner. This could cause them to respond to items arbitrarily, not in a true reflection of their qualities. Since more than half of the questionnaires were filled out in busy buildings security guards may have been distracted or rushed, compromising the accuracy of responses. Researchers could ensure the questionnaire is completed after or before work in participants' off time, rather than in an open space during work hours where there are many distractions.

Secondly, the sample size in the present study was small. A small sample size could mean that the relationships found do not reach significance. It is likely the present study's sample size was too small to leverage the power to find significant results (Field, 2013). A greater sample size means that smaller effects become significant (Field, 2013). Furthermore, a small sample size might not be representative of the population, consequently affecting the generalisability of the study's findings (Bums & Bums, 2008). Further research is needed to conduct the same study on a larger sample size to increase the likelihood of attaining more accurate results.

Lastly, the use of Likert type scales may have influenced the results as the concept of Likert scales is not always understood. This is possibly related to lower numeracy literacy among participants in the sample (Field, 2013).

Suggestions for future research

Future research could test this assumption that task identity is a higher order job characteristic than skills variety and task identity. Studies should include task identity as an element of decent work and see if it warrants to be included in the description.

In this study, free time and rest did not form part of decent work, however, other studies have found it is part of decent work. Despite it not being relevant in this study, free time and rest should still be included in the decent work concept. This study is not to be interpreted as free time and rest not being relevant for decent work.

Sefalafala and Webster (2013) in their research had found that security guard work is a low-status occupation which makes security guards feel stigmatized and lacking social recognition. They conducted 24 in-depth interviews on the experiences of security guards, which served to gain a deeper, more meaningful understanding of the experiences. This mixed method approach uses both quantitative and qualitative methods to deliver a wider-ranging, more comprehensive understanding of an issue (Almeida, 2018). This is shown by the fact that security guards scored fairly high on stability and security of employment. These imply that security guards experience a high degree of stability and security at work. Nevertheless, the qualitative data reveals a dissimilar image, with security guards demonstrating strong levels of job insecurity. All respondents that were interviewed declared they had signed written contracts. Besides the indepth interviews revealing that employers pay no attention to these contracts, they also show how employers in fact breach these contracts (Sefalafala & Webster, 2013). Therefore, a qualitative element could be added to understand better the reason for the results.

Implications and Conclusion

The findings in the present study are in line with the PWT in the sense that employees' experience of decent work influences their well-being levels. However, the present study highlights a factor that is not, as it stands, part of the PWT. The PWT seeks to predict an

individual's access to decent work based on experiences of marginalisation and discrimination. In turn, it theorises decent work as a central variable in one's general well-being and well-being in the work place. Since in the present study task identity being an indicator of decent work has been found to strengthen the relationship between decent work and well-being, task identity ought to be added to the PWT as a part of the decent work concept.

The results from this study are likely to provide information that can be useful to employees and employers in the security sector. This study found that task identity does in fact play a role in well-being levels among security guards in South Africa. Since this is found to be true, employers can design jobs in such a way that security guards experience a higher level of task identity in their jobs.

Managers of private security companies may increase task identity by involving security guards in more aspects of work by enabling them take part in the planning, reporting, and evaluation of projects. Managers can also communicate how guards' activities contribute to the end result so they can see the results of their work and how it fits in to the bigger picture. This could be including the security guards in meetings with community forums so that they can understand crime trends. Guards may also be involved in aspects of the process after making an arrest.

If security guards are better able to see a visible outcome of their work, rather than performing an isolated piece, they are likely to experience higher levels of well-being. Workers experiencing high levels of well-being is widely known to influence better performance at work. If security guards perform better at work, they will be able to carry out their company's objectives better. This may be exhibited through being more alert on the job, so that they are better able to be alerted to possible crime, and therefore saving companies large amounts of money.

The aspects of decent work such as access to healthcare, physically and interpersonally safe working conditions, adequate compensation, organizational values matching with family values, and task identity, are important as the provision of these influence well-being. Having a job with aspects that lend to well-being have knock-on effects including increase in alertness on the job, taking pride in one's work and lower employee turnover due to increased job satisfaction.

This study found that security guards' decent work has an impact on their well-being. Access to healthcare, physically and interpersonally safe working conditions, adequate compensation, and organizational values matching with family values all influence well-being. This means these aspects are important for employers to take into account when designing jobs for security guards. If guards' well-being levels are adequate, the employer will leverage the benefits of a more alert and productive employee.

Since free time and rest did not work in the sample because everyone scored low on this subscale, it really should be considered in the security sector if work can be structured in such a way that it allows for more free time and rest.

References

Abdallah, S., & Shah, S. (2012). *Well-being patterns uncovered: An analysis of UK data.* London: NEF.

Abrahamsen, R & Williams, M. C. (2005). The Globalisation of Private Security: A Country Report of Nigeria. Globalisation of Security Research Project (Dept of International Politics, University of Wales, Aberystwyth) and the New Security Challenges Programme (ESRC, UK).

Akvardar, Y., Akdede, B., Ozerdem, A., Eser, E., Topkaya, S., & Alptekin, K. (2007). Assessment of quality of life with the WHOQOL-BREF in a group of Turkish psychiatric patients compared with diabetic and healthy subjects. *Psychiatry and Clinical Neurosciences, 60*, 693-699.

Alfredsson, L., Åkerstedt, T., Mattsson, M., & Wilborg, B. (1991). Self–reported health and well-being amongst night securety guards: a comparison with the working population. *Ergonomics, 34*(5), 525-530.

Allan, B. A., Autin, K. L., & Duffy, R. D. (2014). Examining social class and work meaning within the psychology of working framework. *Journal of Career Assessment*, *22*(4), 543-561.

Anker, R., Chernyshev, I., Egger, P., & Mehran, F. (2003). Measuring decent work with statistical indicators. *Int'l Lab. Review*, *142*, 147.

Arnold, H. J., & Feldman, D. C. (1981). Social desirability response bias in self-report choice situations. *Academy of Management Journal*, *24*(2), 377-385.

Arnold, K. A., Turner, N., Barling, J., Kelloway, E. K., and McKee, M. C. (2007). Transformational leadership and psychological well-being: the mediating role of meaningful work. *Journal of Occupational Health Psycholology, 12*, 193-203.

Aronson, P. (2008). Breaking barriers or locked out? Class-based perceptions and experiences of postsecondary education. In J. T.Mortimer (Ed.), *Social class and transitions to adulthood. New directions for child and adolescent development* (pp. 41–54). San Francisco, CA: Jossey-Bass.

Baumeister, R. F. (1990). Suicide as escape from self. *Psychological Review, 97*, 90-113.

Baumeister, R. F., & Leary, M. R. (1995). The need to belong: desire for interpersonal attachments as a fundamental human motivation. *Psychological Bulletin*, *117*(3), 497.

Blixen, C., & Kippes, C. (2007). Depression, social support, and quality of life in older adults with osteoarthritis. *Journal of Nursing Scholarship, 31*, 221-226.

Blustein, D. L. (2006). *The psychology of working: A new perspective for career development, counseling, and public policy.* New York, NY: Routledge.

Blustein, D. L. (2008). The role of work in psychological health and well-being: A conceptual, historical, and public policy perspective. *American Psychologist, 63*, 228-240.

Blustein, D. L., Kozan, S., & Connors-Kellgren, A. (2013). Unemployment and underemployment: A narrative analysis about loss. *Journal of Vocational Behavior, 82*, 256-265.

Bojanowska, A., & Zalewska, A. M. (2017). Happy temperament? Four types of stimulation control linked to four types of subjective well-being. *Journal of Happiness Studies, 18*, 1403-1423.

Bolton, S., Laaser., K., & McGuire, D. (2016). Quality work and the moral economy of European employment policy. *Journal of Common Market Studies, 54*(3), 583-598.

Bowling, N., & Eschleman, K., & Wang, Q. (2010). A meta-analytic examination of the relationship between job satisfaction and subjective well-being. *Journal of Occupational and Organizational Psychology, 83*, 915-934.

Brannick, M. T., Chan, D., Conway, J. M., Lance, C. E., & Spector, P. E. (2010). What is method variance and how can we cope with it? A panel discussion. *Organizational Research Methods, 13*(3), 407-420.

Brass, D. J. (1981). Structural relationships, job characteristics, and worker satisfaction and performance. *Administrative Science Quarterly*, 331-348.

Brief, A. P., & Nord, W. R. (1990). Work and meaning: Definitions and interpretations. In A. P. Brief & W. R. Nord (Eds.), *Issues in organization and management series. Meanings of occupational work: A collection of essays* (p. 1–19). Lexington Books/D. C. Heath and Com.

Brown, G. T., Harris, L. R., & Harnett, J. (2012). Teacher beliefs about feedback within an assessment for learning environment: Endorsement of improved learning over student well-being. *Teaching and Teacher Education*, *28*(7), 968-978.

Burns, R. P., & Burns, R. (2008). *Business research methods and statistics using SPSS*. Sage.

Buys, M. A., Olckers, C., & Schaap, P. (2007). The construct validity of the revised job diagnostic survey. *South African Journal of Business Management, 38*(2), 33-40.

Chaboyer, W., Williams, G., Corkill, W., & Creamer, J. (1999). Predictors of job satisfaction in remote hospital nursing. *Canadian Journal of Nursing Leadership, 12*(2), 30-40.

Chan, S. H. J., & Mai, X. (2015). The relation of career adaptability to satisfaction and turnover intentions. *Journal of Vocational Behavior*, *89*, 130–139.

Chaudhry, I. S., Maurice, J. G., & Haneefuddin, M. (2015). Impact of Job Characteristics on Employees Emotions & Work-Related Outcomes in Pakistan. *International Journal of Business and Management*, *10*(8), 233.

Chien, C., Wang, J., Yao, G., Sheu, C., Hsieh, C. (2007). Development and validation of a WHOQOL-BREF Taiwanese audio player-assisted interview version for the elderly who use a spoken dialect. *Quality of Life Research, 16*, 1375-1381.

Chung, W. S., Lan, Y. L., & Yang, M. C. (2012). Psychometric testing of the short version of the world health organization quality of life (WHOQOL-BREF) questionnaire among pulmonary tuberculosis patients in Taiwan. *BMC Public Health, 12*(630).

Clark, A. E. (2010). Work, jobs, and well-being across the millennium. In E. Diener, J. F. Helliwell and D. Kahneman (Eds.), *International differences in well-being*. Oxford: Oxford University Press.

Clark, Andrew & Oswald, Andrew & Warr, Peter. (1994). Is job satisfaction U-shaped in age*? Journal of Occupational and Organizational Psychology. 69*, 10.

Coetzee, M., & Stoltz, E. (2015). Employees' satisfaction with retention factors: Exploring the role of career adaptability. *Journal of Vocational Behavior, 89*, 83–91.

Cohen, J. (198873). Brief notes: statistical power analysis and research results. *American Educational Research Journal*, *10*(3), 225-229.

Cohen-Meitar, R., Carmeli, A., & Waldman, D. (2009). Linking meaningfulness in the workplace to employee creativity: The intervening role of organizational identification and positive psychological experiences. *Creativity Research Journal, 21*(4), 361-375.

Comrey, A. L., & Lee, H. B. (1992). Interpretation and application of factor analytic results. In A. L. Comrey, & H. B. Lee (Eds.), *A first course in factor analysis* (p. 2). Hillsdale, NJ: Lawrence Eribaum Associates.

Conway, J.M., & Lance, C.E. (2010). What reviewers should expect from authors regarding common method bias in organizational research. *Journal of Business Psychology, 25*, 325 – 333.

Costello, A. B., & Osborne, J. (2005). Best practices in exploratory factor analysis: Four recommendations for getting the most from your analysis. *Practical Assessment, Research, and Evaluation*, *10*(1), 7.

Cox, E. R., & Fitzpatrick, V. (1999). Pharmacists' job satisfaction and perceived utilization of skills. *American Journal of Health-System Pharmacy*, *56*(17), 1733-1737.

De Jonge, J., Reuvers, M. M. E. N., Houtman, I. L. D., Bongers, P. M., & Kompier, M. A. J. (2000). Linear and nonlinear relations between psychosocial job characteristics, subjective outcomes, and sickness absence: Baseline results from SMASH. *Journal of Occupational Health Psychology, 5*, 256-268.

De Neve, J.-E., Diener, E., Tay, L., & Xuereb, C. (2013). The objective benefits of subjective well-being. In J. Helliwell, R. Layard, & J. Sachs (Eds.), *World Happiness Report 2013*. New York: UN Sustainable Development Solutions Network.

De Winter, J. C. F, Dodou, D., & Wieringa, P. A. (2009). Exploratory factor analysis with small sample sizes. *Multivariate Behavioral Research, 44*, 147–181.

Deci, E. L., & Ryan, R. M. (2002). Self-determination research: Reflections and future directions. In E. L. Deci & R. M. Ryan (Eds.), *Handbook of self-determination research* (pp. 431–441). University of Rochester Press.

DeCoster, J. (1998). *Overview of Factor Analysis*. Retrieved from www.stat-help.com/notes.html

Deranty, J., & Macmillan, C. (2012). The ILO's decent work initiative: Suggestions for an extension of the notion of "Decent work". *Journal of Social Philosophy, 43*(4), 386-405.

Diener, E., Lucas, R. E., & Oishi, S. (2002). Subjective well-being: The science of happiness and life satisfaction. *Handbook of Positive Psychology, 2*, 63-73.

DiStefano, C., Zhu, M., & Mindrila, D. (2009). Understanding and using factor scores: Considerations for the applied researcher. *Practical Assessment, Research, and Evaluation*, *14*(1), 20.

Doane, D. P., & Seward, L. E. (2011). Measuring skewness: a forgotten statistic? *Journal of Statistics Education*, *19*(2), 1-18.

Duffy, R. D., Allan, B. A., England, J. W., Blustein, D. L., Autin, K. L., Douglass, R. P. ... Santos, E. J. R. (2017). The development and initial validation of the Decent Work Scale. *Journal of Counseling Psychology, 64,* 206–221.

Duffy, R. D., Blustein, D. L., Diemer, M. A., & Autin, K. L. (2016). Psychology of working theory. *Journal of Counseling Psychology, 63*(2), 127-148.

Duffy, R., Autin, K., & Bott, E. (2015). Work volition and job satisfaction: Examining the role of work meaning and person–environment fit. *The Career Development Quarterly, 63*(1).

Duffy, R.D., Bott, E.M., Torrey, C.L. and Webster, G.W. (2012). Work volition as critical moderator in the prediction of job satisfaction. *Journal of Career Assessment, 21*, 20-31.

Eurofound. (2013). Abdallah, S., Stoll, L.,& Eiffe, F, *Monitoring Quality of Life in Europe: Subjective Well-being*, Luxembourg: Publications Office of the European Union.

Eyduran, E., Topal, M., & Sonmez, A. Y. (2010). Use of factor scores in multiple regression analysis for estimation of body weight by several body measurements in brown trouts (Salmo trutta fario).

Fairlie, P. (2011). Meaningful work, employee engagement, and other key employee outcomes: Implication for human resource development. *Advances in Developing Human Resources, 13*(4), 508-525.

Felce, D., & Perry, J. (1995). Quality of life: It's definition and measurement. *Research in Developmental Disabilities, 16*, 51-74.

Field, A. (2013) *Discovering Statistics Using IBM SPSS Statistics: And Sex and Drugs and Rock "N" Roll*, 4th Edition, Sage, Los Angeles, London, New Delhi.

Fredrickson, B. L. (1998). What good are positive emotions? *Review of General Psychology, 2*(3), 300-319.

Fredrickson, B. L., & Losada, M. (2005). Positive affect and the complex dynamics of human flourishing. *American Psychologist, 60*(7), 678-686.

Fritz, C. O., Morris, P. E., & Richler, J. J. (2012). Effect size estimates: current use, calculations, and interpretation. *Journal of Experimental Psychology, 141*(1), 2.

Ghai, D. (2002). *Decent Work: Concepts, Models and Indicators*. Geneva: ILO.

Gioia, D. A., & Sims, H. P. J. (1985). Avoiding the influence of implicit leadership theories in leader behavior descriptions. *Educational and Psychological Measurement, 45*(2), 217-232,

Guan, Y., Deng, H., Sun, J., Wang, Y., Cai, Z., Ye, L, & Li, Y. (2013). Career adaptability, job search self-efficacy and outcomes: A three-wave investigation among Chinese university graduates. *Journal of Vocational Behavior*, *83*, 561–-70.

Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. *Organizational Behaviour and Human Performance, 16*, 250–279.

Hair, J. F., Anderson, R. E., Babin, B. J., & Black, W. C. (2010). Multivariate data analysis: A global perspective (Vol. 7).

Harpaz, I., & Fu, X. (2002). The structure of the meaning of work: A relative stability amidst change. *Human Relations, 55,* 639-667.

Harter, J. K., & Arora, R. (2010). The impact of time spent working and job-fit on well-being around the world. In E. Diener, J. F. Helliwell and D. Kahneman (Eds.), *International differences in well-being.* Oxford: Oxford University Press.

Harter, J. K., Schmidt, F. L., & Keyes, C. L. (2003). *Well-being in the workplace and its relationship to business outcomes: A review of the Gallup studies.*

Henry-Lee, A. (2002). Economic deprivation and private adjustments: The case of security guards in Jamaica. *Social and Economic Studies*, 181-209.

Hodson, R. (2001). *Dignity at work*. Cambridge: Cambridge University Press.

Hodson, R. (2011). Review of Heymann, J and Earle, A. Raising the global floor: Dismantling the myth that we can't afford good working conditions for everyone. *Work, Employment and Society, 25*(4).

Hughes, E.C. (1962). Good People and Dirty Work. *Social Problems, 10*(1), 3-11.

Humphrey, S. E., Nahrgang, J. D., & Morgeson, F. P. (2007). Integrating motivational, social, and contextual work design features: a meta-analytic summary and theoretical extension of the work design literature. *Journal of Applied Psychology*, *92*(5), 1332.

Idaszak, J. R., & Drasgow, F. (1987). A revision of the Job Diagnostic Survey: Elimination of a measurement artifact. *Journal of Applied Psychology, 72*, 69-74.

ILO. (1999). *Report of the Director General: Decent Work, to the 87th Session*. Geneva: ILO.

International Labor Organization. (2014). *Evolving forms of employment relationships and decent work*.

Jeffrey, K., Mahony, S., Michaelson, J., & Abdallah, S. NEF Consulting. (2014). Well-being at work: A review of the literature. New Economics Foundation. Retrieved from https://b.3cdn.net/nefoundation/71c1bb59a2ce151df7_8am6bqr2q.pdf

Johari, J., & Yahya, K. K. (2016). Job characteristics, work involvement, and job performance of public servants. *European Journal of Training and Development 40*(7), 554-575.

Judge, T. A., & Locke, E. A. (1993). Effect of dysfunctional thought processes on subjective well-being and job satisfaction. *Journal of Applied psychology*, *78*(3), 475.

Judge, T. A., Locke, E. A., Durham, C. C., & Kluger, A. N. (1998). Dispositional effects on job and life satisfaction: the role of core evaluations. *Journal of Applied Psychology*, *83*(1), 17.

Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *The Academy of Management Journal, 33*(4), 692-724.

Kaiser, H. F., & Caffrey, J. (1965). Alpha factor analysis. *Psychometrika*, *30*(1), 1-14.

Kalisch, B. J., Lee, H., & Rochman, M. (2010). Nursing staff teamwork and job satisfaction. *Journal of Nursing Management*, *18*(8), 938-947.

Kasali, M. A. (2011). Analysing the Evolution of Private Security Guards and their Limitations to Security Management in Nigeria. *African Journal of Criminology & Justice Studies*, *5*.

Kline, P. (2014). *An easy guide to factor analysis*. Routledge.

Kozan, S., Işık, E., & Blustein, D. L. (2019). Decent work and well-being among low-income Turkish employees: Testing the psychology of working theory. *Journal of Counselling Psychology*, *66*(3), 317.

Kudakwashe, C. (2017). *Private security sector employees: Labour practices and challenges faced in securing decent work.* Midlands State University, Zimbabwe.

Laborde, J., & Powers, M. (2012). Satisfaction with life for patients undergoing hemodialysis and patients suffering osteoarthritis. *Research in Nursing & Health, 3*, 19–24.

Lee, C. M. (2008). A comparative study on the regulation of private security in the United States and South Korea. *Journal of Applied Security Research*, *3*(2), 157-170.

Leiter, M. (2012). Work engagement: A handbook of essential theory and research edited by Arnold B. Bakker and Michael P. Leiter. *Personnel Psychology, 65*.

Li, K., Kay, N.S. and Nokkaew, N. (2009) The performance of the World Health Organization's WHOQOL-BREF in assessing the quality of life of Thai College Students. *Social Indicators Research, 90*, 489-501.

Liu, W., Mei, J., Tian, L., & Huebner, E. S. (2016). Age and gender differences in the relation between school-related social support and subjective well-being in school among students. *Social Indicators Research, 125*, 1065-1083.

Locke, E. A., Sirota, D., & Wolfson, A. D. (1976). An experimental case study of the successes and failures of job enrichment in a government agency. *Journal of Applied Psychology*, *61*(6), 701.

Loher, B. T., Noe, R. A., Moeller, N. L., & Fitzgerald, M. P. (1985). A meta-analysis of the relation of job characteristics to job satisfaction. *Journal of Applied Psychology, 70*, 280-289.

Louw, M. (2000). *Citizens Perceptions of Crime and Policing in South Africa*. A paper presented at the Crime and Policing in Transitional Societies Conference, South African Institute for International Affairs, University of the Witwatersrand, Johannesburg.

Lucas, K. (2015). Workplace dignity: Communicating inherent, earned, and remediated dignity. *Journal of Management Studies, 52*(5), 621-646.

Lucas-Carrasco, R., Laidlaw, K., & Power, M. (2011). Suitability of the WHOQOL-BREF and WHOQOL-OLD for Spanish older adults. *Aging & Mental Health, 15.*

Maharaj, I., & Schlechter, A. F. (2007). Meaning in life and meaning of work: Relationships with organisational citizenship behaviour, commitment, and job satisfaction. *Management Dynamics Volume 16*(3), 24-41.

Mashola, K., & Mothabeng, J. (2019). Associations between health behaviour, secondary health conditions and quality of life in people with spinal cord injury. *African Journal of Disability, 8.*

May, D. R., Gilson, L., & Harter, L. M. (2004). The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work. *Journal of Occupational and Organizational Psychology*, 77, 11–37.

McKee-Ryan, F. M., & Harvey, J. (2011). 'I Have a Job But…'*: A Review of Underemployment. Journal of Management, 37*(4), 962–996.

Michalos, A.C. (1985). Multiple discrepancies theory (MDT), *Social Indicators Research*, *16*, 347–413, cited in Eurofound. (2012). *Health and well-being at work: A report based on the fifth European Working Conditions Survey*. Luxembourg: Publications Office of the European Union.

Morris, M. G., & Venkatesh, V. (2010). Job characteristics and job satisfaction: Understanding the role of enterprise resource planning system. *MIS Quarterly, 34*, 143-16.

MOW International Research Team (1987). *The meaning of working*. New York, NY: Academic Press.

Murunga, P. L. (2014). *The Effects of Working Condition of Private Security Guards on Service Delivery: Case of Secure Force Security Company Nairobi County*. A Thesis in Security Management and Police Studies of Humanities and Social Science of Kenyatta University, Kenya.

Nalla, M. K., & Cobbina, J. E. (2017). Environmental factors and job satisfaction: The case of private security guards. *Security journal*, *30*(1), 215-226.

Nalla, M. K., Paek, S. Y., & Lim, S. S. (2017). The influence of organizational and environmental factors on job satisfaction among security guards in Singapore. *Australian & New Zealand Journal of Criminology*, *50*(4), 548-565.

Near, J. P., Rice, R. W., & Hunt, R. G. (1978). Work and extra-work correlates of life and job satisfaction. *Academy of Management Journal*, *21*(2), 248-264.

Neuman, W. L. (2000). *Social Research Methods: Qualitative and Quantitative Approaches* (4th ed.). London: Allyn and Bacon.

Nielsen, K., Yarker, J., Randall, R., & Munir, F. (2009). The mediating effects of team and self-efficacy on the relationship between transformational leadership, and job satisfaction and psychological well-being in healthcare professionals: A cross-sectional questionnaire survey. *International Journal of Nursing Studies*, *46*(9), 1236-1244.

Nord, W. R., Brief, A. P., Atieh, J. M., & Doherty, E. M. (1990). Studying meanings of work: The case of work values. In A. P. Brief & W. R. Nord (Eds.), *Meanings of occupational work: A collection of essays* (pp. 21–64). Lexington Books/D. C. Heath and Com. (This essay has been adapted from B. M. Staw and L. L. Cummings (Eds.), "Research in Organizational Behavior," Greenwich, CT: JAI Press, 1988).

Nord, W. R., Brief, A. P., Atieh, J. M., & Doherty, E. M. (1990). Studying meanings of work: The case of work values. In A. P. Brief & W. R. Nord (Eds.), *Meanings of occupational work: A collection of essays* (pp. 21–64). Lexington Books/D. C. Heath and Com. (This essay has been adapted from B. M. Staw and L. L. Cummings (Eds.), "Research in Organizational Behavior," Greenwich, CT: JAI Press, 1988).

Noronha, E., Chakraborty, S., & D'Cruz, P. (2020). 'Doing dignity work': Indian security guards' interface with precariousness. *Journal of Business Ethics, 162*(3), 553-575.

O'Brien, G. E. (1982). The relative contribution of perceived skill-utilization and other perceived job attributes to the prediction of job satisfaction: A cross-validation study. *Human Relations, 35(*3), 219–237.

Oguz, S., Merad, S., & Snape, D. (2013). Measuring national well-being – What matters most to personal wellbeing? Office for National Statistics. Retrieved from http://www.ons.gov.uk/ons/dcp171766_312125.pdf

Oreku, G. S., Mtenzi, F. J., & Ali, A. D. (2013). A viewpoint of Tanzania e-commerce and implementation barriers. *Computer Science and Information Systems*, *10*(1), 263-281.

Orwin, R. G. (1983). A fail-safe N for effect size in meta-analysis. *Journal of Educational Statistics*, *8*(2), 157-159.

Paulhus, D. L. (1984). Two-component models of socially desirable responding. *Journal of Personality and Social Psychology, 46*(3), 598-609.

Podsakoff, P.M., MacKenzie, S.B., & Podsakoff, N.P. (2012). Sources of method bias in social science research and recommendations on how to control it. *Annual Review of Psychology, 63*, 539-569.

Pratt, M. G., & Ashforth, B. E. (2003). Fostering meaningfulness in working and at work. In K. Cameron, J. E. Dutton, & R. E. Quinn (Eds.), *Positive organizational scholarship: Foundations of a new discipline* (pp. 308–327). San Francisco: BerrettKoehler.

Preston, M. S. (2020). Demands, control, goal-related feedback, and case managers' affective well-being: A two-sample mediation study. *Journal of Evidence-Based Social Work*, *17*(3), 347-360.

Private Security Industry Regulatory Authority. (2018/2019). *Annual report 2018-2019.* Retrieved from https://www.psira.co.za/dmdocuments/PSiRA%20Annual%20Report%202019.pdf

Rice, S. D., & Bailey, J. E. (1980). Survival, size, and emergence of pink salmon, Oncorhynchus gorbuscha, alevins after short- and long-term exposures to Ammonia. *Fishery Bull.*, *78*(3), 641-648.

Richardson, M. S. (2012). Counselling for work and relationship. *The Counselling Psychologist, 40*, 190– 242.

Richie et al (2007): Who protects the guards? The facts behind secure force security in Southern Africa: Findings of a global fact-finding team May 2007. UNI Property Services Alliance for Justice at Secure Force Security.

Roberts, P., & Priest, H. (2006). Reliability and validity in research. *Nursing Standard*, *20*(44), 41-46.

Robertson, I., & Cooper, C. (2011). *Well-being, productivity and happiness at work.* Basingstoke: Palgrave Macmillan.

Ros, M., Schwartz, S. H., & Surkiss, S. (1999). Basic individual values, work values, and the meaning of work. *Applied Psychology: An International Review, 48*, 49–71.

Rosenthal, R., Cooper, H., & Hedges, L. (1994). Parametric measures of effect size. *The Handbook of Research Synthesis*, *621*(2), 231-244.

Rosso, B. D., Dekas, K. H., & Wrzesniewski, A. (2010). On the meaning of work: A theoretical integration and review. *Research in Organizational Behavior, 30*, 91–127.

Rubin, R., & Peyrot, M. (1999). Quality of life and diabetes. *Diabetes/Metabolism Research and Reviews, 15*, 205–218.

Ryff, C. D. (1989). Happiness is everything, or is it? Explorations on the meaning of psychological well-being. *Journal of Personality and Social Psychology, 57*, 1069-1081.

Ryff, C. D. (2013). Eudaimonic well-being and health: Mapping consequences of self-realization. In A. S. Waterman (Ed.), *The best within us: Positive psychology perspectives on eudaimonia* (pp. 77–98). American Psychological Association.

Ryff, C.D. (2013a). Eudaimonic well-being and health: Mapping consequences of self-realization. In A.S. Waterman (Ed.), *The best within us: Positive psychology*.

Saltzstein, A. L. Ting, Y., & Saltzstein, G. H. (2001). Work-family balance and job satisfaction: The impact of family-friendly policies on attitudes of federal government employees. *Public Administration Review, 61(*4), 452–467.

Savickas, M. L. (2002). Career construction: A developmental theory of vocational behavior. In D. Brown & Associates. (Eds.), *Career choice and development* (4th ed., pp. 149–205). San Francisco, CA: Jossey-Bass.

Sayer, A. (2011). *Why things matter to people: Social science, values and ethical life*. New York: Cambridge University Press.

Scandura, T. A., & Lankau, M. J. (1997). Relationships of gender, family responsibility and flexible work hours to organizational commitment and job satisfaction. *Journal of Organizational Behaviour, 18*(4), 377–391.

Schaufeli, W.B. (2013). What is engagement? In C. Truss, K. Alfes, R. Delbridge, A. Shantz, & E. Soane (Eds.), *Employee engagement in theory and practice*. London: Routledge.

Schmitt, N. (1994). Method bias: The importance of theory and measurement. *Journal of Organizational Behavior, 15*(5), 393-398.

Schmitt, T. A., & Sass, D. A. (2011). Rotation criteria and hypothesis testing for exploratory factor analysis: Implications for factor pattern loadings and interfactor correlations. *Educational and Psychological Measurement*, *71*(1), 95-113.

Sefalafala, T., & Webster, E. (2013). Working as a security guard: The limits of professionalisation in a low status occupation. *South African Review of Sociology, 44*(2), 76-97.

Shadish, W. R., & Haddock, C. R. (1994). *The handbook of research synthesis*. New York: Russell Sage Foundation.

Shearing, C. &., Kempa, M. (2009). *The Role of Private Security in Transitional Democracies.* A paper presented at the Crime and Policing in Transitional Societies Conference, South African Institute for International Affairs, University of the Witwatersrand, Johannesburg.

Sibayoni, N. (2013). *Protecting the Protector: Exploring work-related challenges experienced by contract security guards employed by a security company in Johannesburg*. University of Witwatersrand, Johannesburg.

Singer, E., & Couper, M. P. (2008). Do incentives exert undue influence on survey participation? Experimental evidence. *Journal of Empirical Human Resources Ethics, 3*(3), 49-56.

Smucker, M. K., Whisenant, W. A., & Pedersen, P. M. (2003). An investigation of job satisfaction and female sports journalists. *Sex roles*, *49*(7), 401-407.

Sparr, J. L., & Sonnentag, S. (2008). Fairness perceptions of supervisor feedback, LMX, and employee well-being at work. *European Journal of Work and Organizational Psychology*, *17*(2), 198-225.

Spector, P. E., Chen, P. Y., & O'Connell, B. J. (2000). A longitudinal study of relations between job stressors and job strains while controlling for prior negative affectivity and strains. *Journal of Applied Psychology, 85*(2), 211-218.

Spreitzer, G., & Porath, C. (2012). *Creating Sustainable Performance*. Harvard Business Review, Jan–Feb 2012.

Standing, G. (2009). *Work after globalization: Building occupational citizenship*. Cheltenham, United Kingdom: Edward Elgar.

Stier Jr, W. F., Schneider, R. C., Kampf, S., & Gaskins, B. P. (2010). Job satisfaction for campus recreation professionals within NIRSA institutions. *Recreational Sports Journal, 34*(2), 78-94.

Stoll, L., Michaelson, J., & Seaford, C. (2012). *Well-being evidence for policy: A review*. London: NEF.

Sullivan, G. M., & Feinn, R. (2012). Using effect size—or why the P value is not enough. *Journal of Graduate Medical Education, 4*(3), 279.

Sylvia, D., Chaterine, C., Saebani, H., Bella, C. (2019). Psychological meaningfulness and work engagement effect on Doctor's job satisfaction. *Jurnal Dinamika Manajemen, 10*(2), 229-39.

Tayali, E. M., & Sakyi, K. A. (2020). The health and well-being of low paying jobs in Southern Africa: Case study of security guards in Zambia. *Advances in Social Sciences Research Journal, 7*(4), 229-247.

Terre Blanche, M., Durrheim, K., & Painter, D. (2006). *Research in practice: Applied methods for the social sciences*. Cape Town, South Africa: University of Cape Town Press.

Thumala, A., Goold, B., & Loader, I. (2011). A tainted trade? Moral ambivalence and legitimation work in the private security industry. *The British Journal of Sociology, 62*(2), 283-303.

Tims, M., Bakker, A. B., & Derks, D. (2013). The impact of job crafting on job demands, job resources, and well-being. *Journal of Occupational Health Psychology, 18*(2), 230.

Top, M., & Dikmetaş, E. (2015). Quality of life and attitudes to ageing in Turkish older adults at old people's homes. *Health expectations: An international journal of public participation in health care and health policy, 18*(2), 288–300.

Van de Mortel, T. F. (2008). Faking it: social desirability response bias in self-report research. *Australian Journal of Advanced Nursing, 25*(4), 40.

Van der Spuy, E. (2000). *Crime and it's discontents: Recent South African responses and policies*. A paper presented at the Crime and Policing in Transitional Societies.

Van Wingerden, J., & Van der Stoep, J. (2018). The motivational potential of meaningful work: Relationships with strengths use, work engagement, and performance. *PloS one, 13*(6).

Veenhoven, R. (2012). Happiness: Also known as 'life satisfaction' and 'subjective well-being'. In K. C. Land, A. C. Michalos, & M. J. Sirgy, *Handbook of social indicators and quality of life research* (pp. 63-77). Springer Publishers.

Vosko, L. (2002). *The shifting role of the ILO and the struggle for global social justice*. London: SAGE Publications.

Warhurst, C., Carre, F., Findlay, P., & Tilly, C. (2012). *Are bad jobs inevitable? Trends, determinants, and responses to job quality in the twenty-first century*. London.

Warr, P. (2007). *Work, happiness, and unhappiness*. Lawrence Erlbaum Associates Publishers.

Webster, E. (2006). *Trade unions and challenges of informalisation of work*. In S. Buhlungu (Ed.), Cape Town: Human Sciences Research Council.

WHOQOL Group. (1995). The World Health Organization Quality of Life Assessment (WHOQOL): Position paper from the World Health Organization. *Social Science and Medicine. 41*(10), 1403-1409.

Wilkinson, L. (1999). Statistical methods in psychology journals: Guidelines and explanations. *American psychologist*, *54*(8), 594.

World Health Organization. (n.d.). *Frequently asked questions*. Retrieved from http://www.who.int/suggestions/faq/en/

Wrzesniewski, A. (2003). Finding positive meaning in work. In K. Cameron, J. Dutton, & R. Quinn (Eds.), *Positive organizational scholarship: Foundations of a new discipline* (pp. 296-308). Berrett-Koehler Publishers.

Wrzesniewski, A., Dutton, J. E., & Debebe, G. (2003). Interpersonal sensemaking and the meaning of work. In R. Kramer, & B. Staw (Eds.), *Research in organizational behavior: An annual series of analytical essays and critical reviews*, (Vol. 25, pp. 93-135). Elsevier Science Ltd.

Xie, J. L., & Johns, G. (1995). Job scope and stress: Can job scope be too high*? The Academy of Management Journal, 38*(5), 1288-1309.

Yadav, N., & Kiran, U. V. (2015). Occupational stress among security guards. *Journal for Studies in Management and Planning*, *1*(7), 21-31.

Zacher, H. (2014). Individual difference predictors of change in career adaptability over time. *Journal of Vocational Behavior, 84*(2), 188-198.

Dear Participant

My name is Kaylin Shapiro and I am a graduate student at The University of Cape Town. For my Master's dissertation, I am investigating the decent work concept and it's consequences among the private security sector in South Africa. Because you are employed in this sector, I am inviting you to participate in this research study by completing the attached survey.

It would be much appreciated if you could participate in this study, but you are not obliged to do so. Whether you participate or not is completely voluntary and there will be no consequences if you decide not to participate.

The questionnaire will take approximately 10-15 minutes to complete. If you choose to participate, please do not write your name on the questionnaire as all answers are anonymous. No one will be able to identify you or your answers, and no one will know whether you participated as you will not be adding your name. There are no risks in participating and you are free to not answer any question you do not wish to answer, and you may withdraw from the study at any point.

This research is purely for research purposes and career opportunities will not arise from such research. If you have questions or concerns about this study, you may contact Kaylin Shapiro on 083 468 9294.

By completing and returning the questionnaire, you are voluntarily agreeing to participate in this study.

Please tick the box below to give your consent to participate in the research

☐

Sincerely,
Kaylin Shapiro

Appendix B
Questionnare

Please circle the answer that applies to you.

1. What age group are you in?
    a. 20 - 24 years
    b. 25 - 29 years
    c. 30 - 35 years
    d. 36 years and above

2. What is your gender?
    a. Male
    b. Female
    c. Gender variant/Non-conforming
    d. Prefer not to answer

3. What is your racial group?
    a. African
    b. Asian
    c. Coloured
    d. Indian
    e. White
    f. Other
    g. Prefer not to answer

4. What is your job title or grade?
    _____

In this part, you will find statements about your job. Please read each statement and circle the number that best describes how accurate the statement is for you.

5. The job is arranged so that I can do an entire piece of work from beginning to end.
    1. Very inaccurate
    2. Inaccurate
    3. Moderately inaccurate
    4. Neither inaccurate nor accurate
    5. Moderately accurate
    6. Accurate
    7. Very accurate

6. In my job, I can use different skills I have.
    1. Very inaccurate
    2. Inaccurate
    3. Moderately inaccurate
    4. Neither inaccurate nor accurate
    5. Moderately accurate
    6. Accurate
    7. Very accurate

7. The job I do is very important in my company.
    1. Very inaccurate
    2. Inaccurate
    3. Moderately inaccurate
    4. Neither inaccurate nor accurate

5. Moderately accurate
6. Accurate
7. Very accurate

8. I have a chance to do a number of different tasks, using a wide variety of different skills and talents.
    1. Very inaccurate
    2. Inaccurate
    3. Moderately inaccurate
    4. Neither inaccurate nor accurate
    5. Moderately accurate
    6. Accurate
    7. Very accurate

9. I do a complete task from start to finish. The results of my efforts are clearly visible and identifiable.
    1. Very inaccurate
    2. Inaccurate
    3. Moderately inaccurate
    4. Neither inaccurate nor accurate
    5. Moderately accurate
    6. Accurate
    7. Very accurate

10. What I do affects the well-being of other people in very important ways.
    1. Very inaccurate
    2. Inaccurate
    3. Moderately inaccurate
    4. Neither inaccurate nor accurate
    5. Moderately accurate
    6. Accurate
    7. Very accurate

11. I get to use a number of complex skills on this job.
    1. Very inaccurate
    2. Inaccurate
    3. Moderately inaccurate
    4. Neither inaccurate nor accurate
    5. Moderately accurate
    6. Accurate
    7. Very accurate

12. My job provides me with the chance to finish completely any work I start.
    1. Very inaccurate
    2. Inaccurate
    3. Moderately inaccurate
    4. Neither inaccurate nor accurate
    5. Moderately accurate
    6. Accurate
    7. Very accurate

13. Many people are affected by the job I do.

1. Very inaccurate
2. Inaccurate
3. Moderately inaccurate
4. Neither inaccurate nor accurate
5. Moderately accurate
6. Accurate
7. Very accurate

In this part, you will find statements about how you feel about your job. Please read each statement and circle the number that best describes your level of satisfaction.

14. I feel emotionally safe interacting with people at work.

    1. Very dissatisfied
    2. Dissatisfied
    3. Neutral
    4. Satisfied
    5. Very satisfied

15. The values of my organization match my family values.
    1. Very dissatisfied
    2. Dissatisfied
    3. Neutral
    4. Satisfied
    5. Very satisfied

16. I do not have enough time for non-work activities.
    1. Very dissatisfied
    2. Dissatisfied
    3. Neutral
    4. Satisfied
    5. Very satisfied

17. I feel physically safe interacting with people at work.
    1. Very dissatisfied
    2. Dissatisfied
    3. Neutral
    4. Satisfied
    5. Very satisfied

18. I am not properly paid for my work.
    1. Very dissatisfied
    2. Dissatisfied
    3. Neutral
    4. Satisfied
    5. Very satisfied

19. My employer provides accessible options for healthcare.
    1. Very dissatisfied
    2. Dissatisfied
    3. Neutral
    4. Satisfied

57

5.   Very satisfied

20. I get good healthcare benefits from my job.
   1.   Very dissatisfied
   2.   Dissatisfied
   3.   Neutral
   4.   Satisfied
   5.   Very satisfied

21. I am rewarded adequately for my work.
   1.   Very dissatisfied
   2.   Dissatisfied
   3.   Neutral
   4.   Satisfied
   5.   Very satisfied

22. At work, I feel safe from verbal or emotional abuse of any kind.
   1.   Very dissatisfied
   2.   Dissatisfied
   3.   Neutral
   4.   Satisfied
   5.   Very satisfied

23. I have free time during the work week.
   1.   Very dissatisfied
   2.   Dissatisfied
   3.   Neutral
   4.   Satisfied
   5.   Very satisfied

24. I have a good healthcare plan at work.
   1.   Very dissatisfied
   2.   Dissatisfied
   3.   Neutral
   4.   Satisfied
   5.   Very satisfied

25. My organization's values align with my family values.
   1.   Very dissatisfied
   2.   Dissatisfied
   3.   Neutral
   4.   Satisfied
   5.   Very satisfied

26. I have no time to rest during the work week.
   1.   Very dissatisfied
   2.   Dissatisfied
   3.   Neutral
   4.   Satisfied
   5.   Very satisfied

27. I do not feel I am paid enough based on my qualifications and experience.
    1.   Very dissatisfied
    2.   Dissatisfied
    3.   Neutral
    4.   Satisfied
    5.   Very satisfied

28. The values of my organization match the values within my community.
    1.   Very dissatisfied
    2.   Dissatisfied
    3.   Neutral
    4.   Satisfied
    5.   Very satisfied

In this part, you will find statements about your well-being. Please read each statement and circle the number that best describes your level of agreement.

29. I like most parts of my personality.
    1.   Strongly disagree
    2.   Disagree
    3.   Somewhat disagree
    4.   Neutral
    5.   Somewhat agree
    6.   Agree
    7.   Strongly agree

30. When I look at how my life has gone, I am pleased with how things have turned out so far.
    1.   Strongly disagree
    2.   Disagree
    3.   Somewhat disagree
    4.   Neutral
    5.   Somewhat agree
    6.   Agree
    7.   Strongly agree

31. Some people go through life without aims, but I am not one of them.
    1.   Strongly disagree
    2.   Disagree
    3.   Somewhat disagree
    4.   Neutral
    5.   Somewhat agree
    6.   Agree
    7.   Strongly agree

32. The demands of everyday life often get me down.
    1.   Strongly disagree
    2.   Disagree
    3.   Somewhat disagree
    4.   Neutral
    5.   Somewhat agree

6. Agree
7. Strongly agree

33. In many ways I feel disappointed about what I have achieved in life.
    1. Strongly disagree
    2. Disagree
    3. Somewhat disagree
    4. Neutral
    5. Somewhat agree
    6. Agree
    7. Strongly agree

34. Maintaining close relationships has been difficult and frustrating for me.
    1. Strongly disagree
    2. Disagree
    3. Somewhat disagree
    4. Neutral
    5. Somewhat agree
    6. Agree
    7. Strongly agree

35. I live life one day at a time and don't really think about the future.
    1. Strongly disagree
    2. Disagree
    3. Somewhat disagree
    4. Neutral
    5. Somewhat agree
    6. Agree
    7. Strongly agree

36. In general, I feel I am in charge of the situation in which I live.
    1. Strongly disagree
    2. Disagree
    3. Somewhat disagree
    4. Neutral
    5. Somewhat agree
    6. Agree
    7. Strongly agree

37. I am good at managing the responsibilities of daily life.
    1. Strongly disagree
    2. Disagree
    3. Somewhat disagree
    4. Neutral
    5. Somewhat agree
    6. Agree
    7. Strongly agree

38. I sometimes feel as if I've done all there is to do in life.
    1. Strongly disagree

39. For me, life has been a continuous process of learning, changing, and growth.
    1.   Strongly disagree
    2.   Disagree
    3.   Somewhat disagree
    4.   Neutral
    5.   Somewhat agree
    6.   Agree
    7.   Strongly agree

40. I think it is important to have new experiences that challenge how I think about myself and the world.
    1.   Strongly disagree
    2.   Disagree
    3.   Somewhat disagree
    4.   Neutral
    5.   Somewhat agree
    6.   Agree
    7.   Strongly agree

41. People would describe me as a giving person, willing to share my time with others.
    1.   Strongly disagree
    2.   Disagree
    3.   Somewhat disagree
    4.   Neutral
    5.   Somewhat agree
    6.   Agree
    7.   Strongly agree

42. I gave up trying to make big improvements or changes in my life a long time ago.
    1.   Strongly disagree
    2.   Disagree
    3.   Somewhat disagree
    4.   Neutral
    5.   Somewhat agree
    6.   Agree
    7.   Strongly agree

43. People with strong opinions influence what I think and do.
    1.   Strongly disagree
    2.   Disagree
    3.   Somewhat disagree
    4.   Neutral
    5.   Somewhat agree
    6.   Agree

7.   Strongly agree

44.   I have not had many warm and trusting relationships with others.
        1.   Strongly disagree
        2.   Disagree
        3.   Somewhat disagree
        4.   Neutral
        5.   Somewhat agree
        6.   Agree
        7.   Strongly agree

45.   I believe in in my own opinions, even if they are different from the way most

other people think.
        1.   Strongly disagree
        2.   Disagree
        3.   Somewhat disagree
        4.   Neutral
        5.   Somewhat agree
        6.   Agree
        7.   Strongly agree

46.   I judge myself by what I think is important, not by the values of what others think is important.
        1.   Strongly disagree
        2.   Disagree
        3.   Somewhat disagree
        4.   Neutral
        5.   Somewhat agree
        6.   Agree
        7.   Strongly agree

Appendix C
Factor Loadings for EFA

Table 1

Loadings of the three-item skills variety scale (procedure: PAF, Oblimin Rotation) (N = 98)

Item	Skills variety
In my job, I can use different skills I have.	.78
I have a chance to do a number of different tasks, using a wide variety of different skills and talents.	.89
I get to use a number of complex skills on this job.	.83
Eigenvalue	2.08
Explained variance	69.28%

Table 2

Loadings of the three-item task identity scale (procedure: PAF, Oblimin Rotation) (N = 98)

Item	Task identity
The job is arranged so that I can do an entire piece of work from beginning to end.	.83
I do a complete task from start to finish. The results of my efforts are clearly visible and identifiable.	.84
My job provides me with the chance to finish completely any work I start.	.83
Eigenvalue	2.08
Explained variance	69.34%

Table 3

Loadings of the three-item task signifiance scale (procedure: PAF, Oblimin Rotation) (N = 98)

Item	Task significance
The job I do is very important in my company	.78
What I do affects the well-being of other people in very important ways	.82
Most people are affected by the job I do.	.76
Eigenvalue	1.86
Explained variance	62.04%

Table 4

Loadings of the three-item physically and interactionally safe working conditions scale (procedure: PAF, Oblimin Rotation) (N = 98)

Item	Task significance
I feel emotionally safe interacting with people at work.	.78
I feel physically safe interacting with people at work.	.9
At work, I feel safe from verbal or emotional abuse of any kind.	.66
Eigenvalue	1.84
Explained variance	61.34%

Table 5

Loadings of the three-item access to healthcare scale (procedure: PAF, Oblimin Rotation) (N = 98)

Item	Task significance
My employer provides accessible options for healthcare.	.86
I get good healthcare benefits from my job.	.91
I have a good healthcare plan at work.	.79

Eigenvalue	2.12
Explained variance	73.22%

Table 6

Loadings of the three-item adequate compensation (procedure: PAF, Oblimin Rotation) (N = 98)

Item	Task significance
I am not properly paid for my work	.81
I am rewarded adequatley for my work	-.63
I do not feel I am paid enough based on my qualifications and experience.	.7
Eigenvalue	1.52
Explained variance	50.81%

Table 8

Loadings of the three-item Organizational values aligned with family and community values (procedure: PAF, Oblimin Rotation) (N = 98)

Item	Task significance
The values of my organization match my family values	.74
My organization's values align with my family values	.81
The values of my organization match the values within my community.	.72
Eigenvalue	1.71
Explained variance	56.91%

Table 9

Loadings of the three-item self-acceptance scale (procedure: PAF, Oblimin Rotation) (N = 98)

Item	Task significance

Item	Task significance
I like most parts of my personality	.79
When I look at the story of my life, I am pleased with how things have turned out so far	.8
In many ways I feel disappointed in what I have achieved in life.	.32
Eigenvalue	1.37
Explained variance	45.51%

Table 10

Loadings of the three-item positive relations scale (procedure: PAF, Oblimin Rotation) (N = 98)

Item	Task significance
Maintaining close relationships has been difficult and frustrating for me	.69
People would describe me as a giving perrson, willing to spend my time with others	.59
I have not experienced many warm, trusting relationships with others	.8
Eigenvalue	1.48
Explained variance	49.23%

Table 11

*Loadings of the three-item autonomy scale (procedure: PAF, Oblimin Rotation) (N = 98)*

Item	Task significance
I tend to be influenced by people with strong opinions	.4
I have confidence in my own opinions, even if they are different than what most others people think	.74
I judge myself by what I think is important, not the values of what others think is important	.8

Eigenvalue	1.34
Explained variance	44.63%

Table 13

Loadings of the three-item personal growth scale (procedure: PAF, Oblimin Rotation) (N = 98)

Item	Task significance
For me, life has been a continuous process of learning, changing, and growth	.83
I think its important to have new experiences that challenge the way I think about myself and the world	.78
I gave up trying to make big improvements or changes in my life a long time ago	.71
Eigenvalue	1.8
Explained variance	60.06%

Table 14

Loadings of the three-item purpose in life scale (procedure: PAF, Oblimin Rotation) (N = 98)

Item	Task significance
Some people wander aimlessly through life, but I am not one of them	.76
I live one day at a time and don't really think about the futureI	.78
sometimes feel as if I've done all there is to do in life	.36
Eigenvalue	1.32
Explained variance	44.11%

Appendix D
Scatterplot of Relationship between Decent Work and Well-Being

Scatter Plot of WB_Mean by DW_Mean
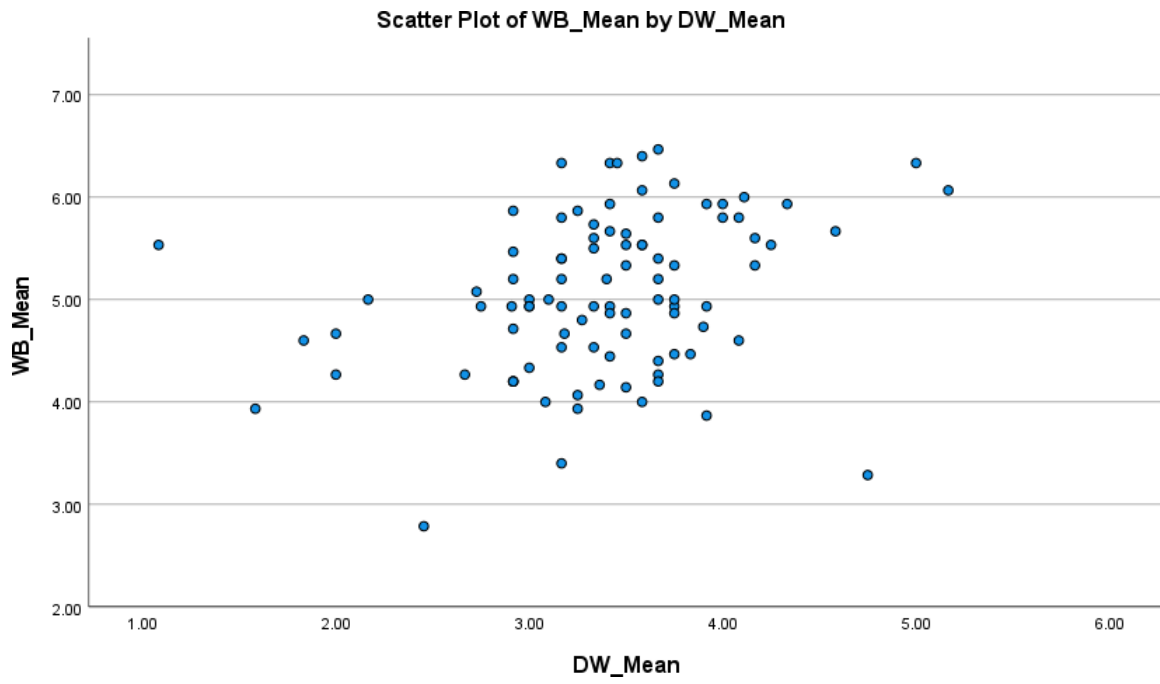
Appendix E

Scatterplot of Relationship between Skills Variety and Well-Being

Scatter Plot of WB_Mean by Skills_V_Mean
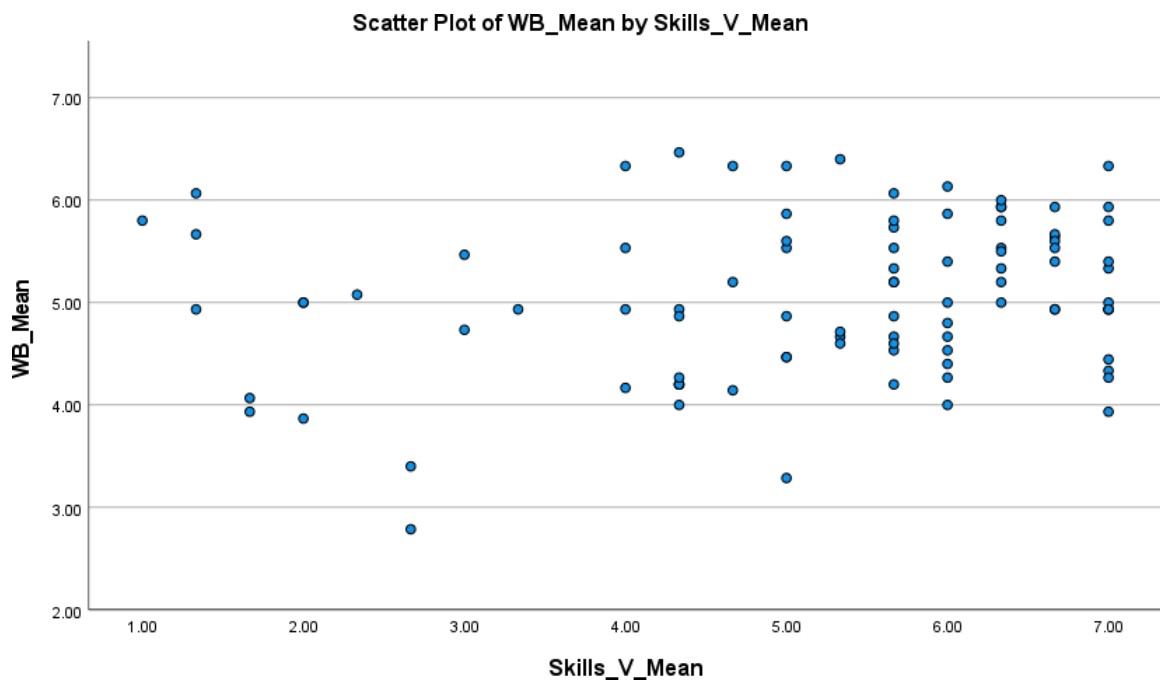
Appendix F
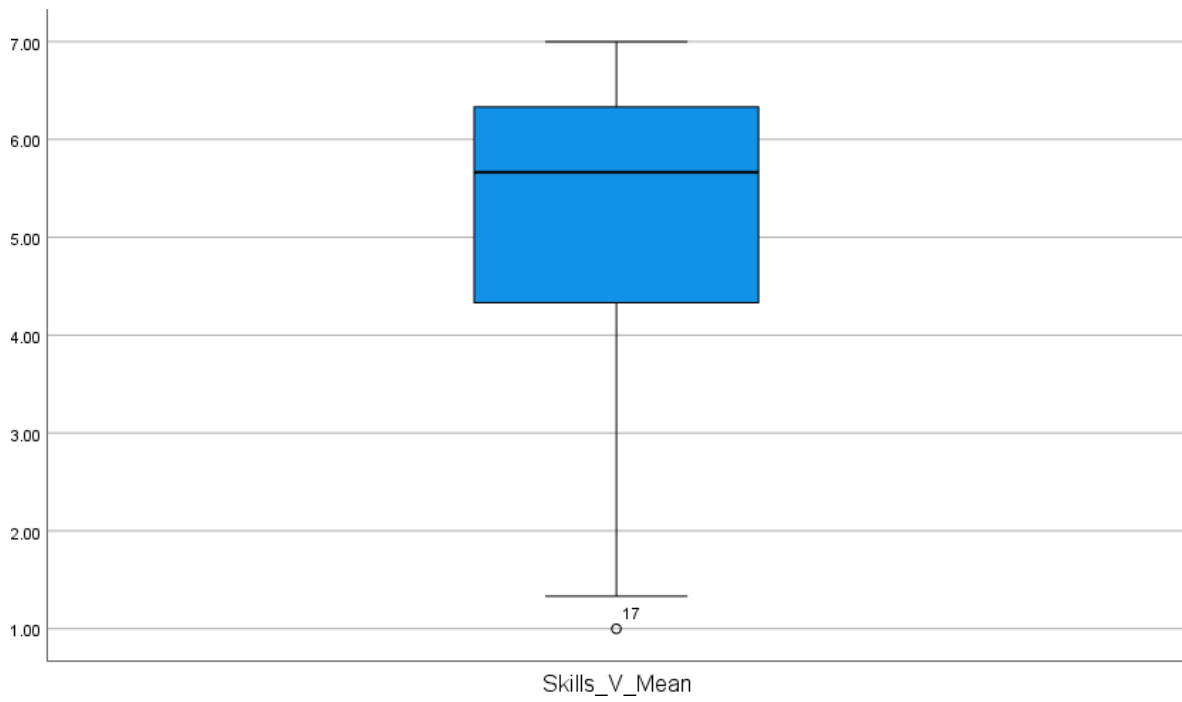Scatterplot of Relationship between Task Identity and Well-Being

Scatter Plot of WB_Mean by Task_Id_Mean
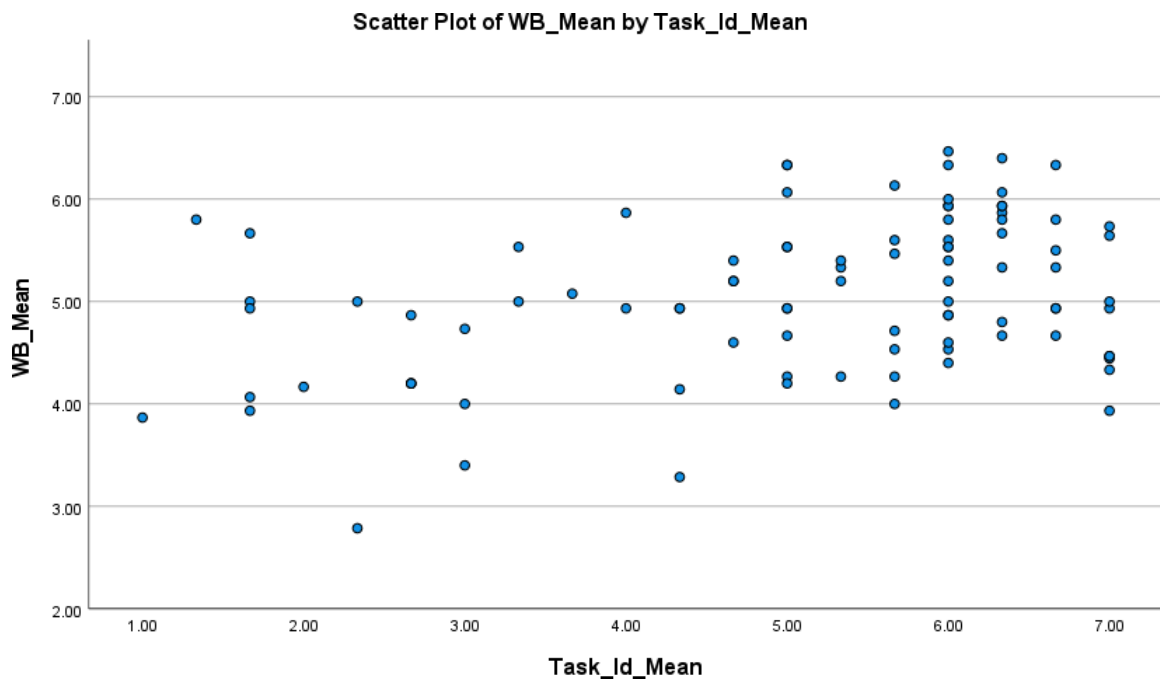
Appendix G

Scatterplot of Relationship between Task Significance and Well-Being
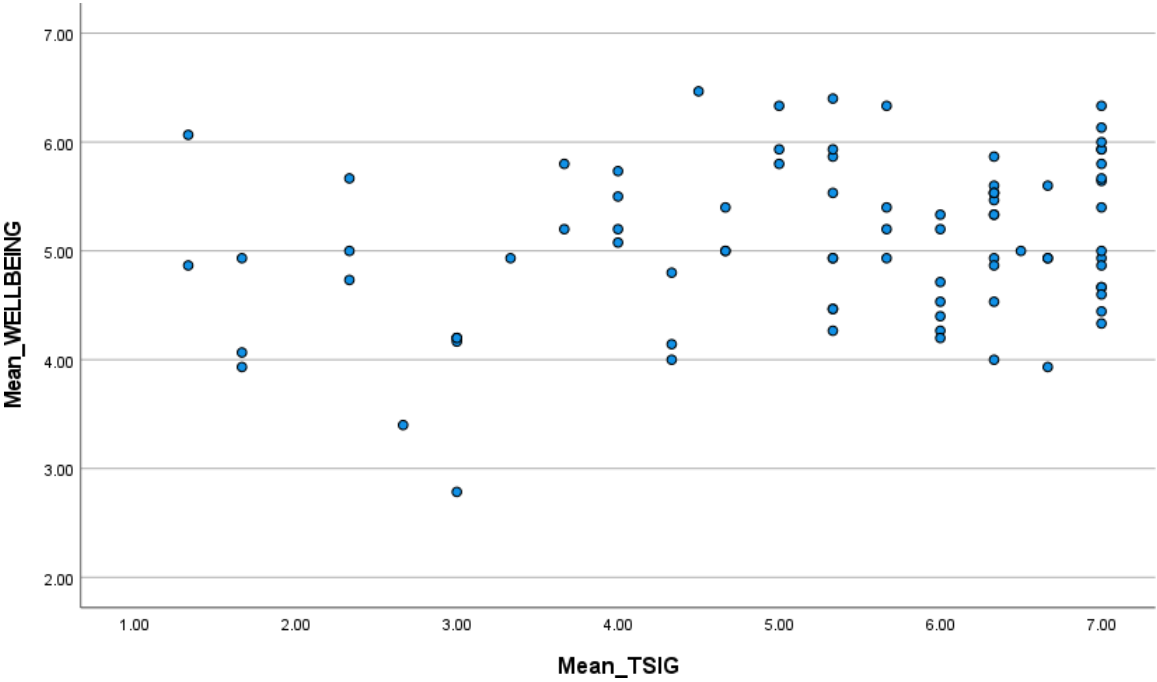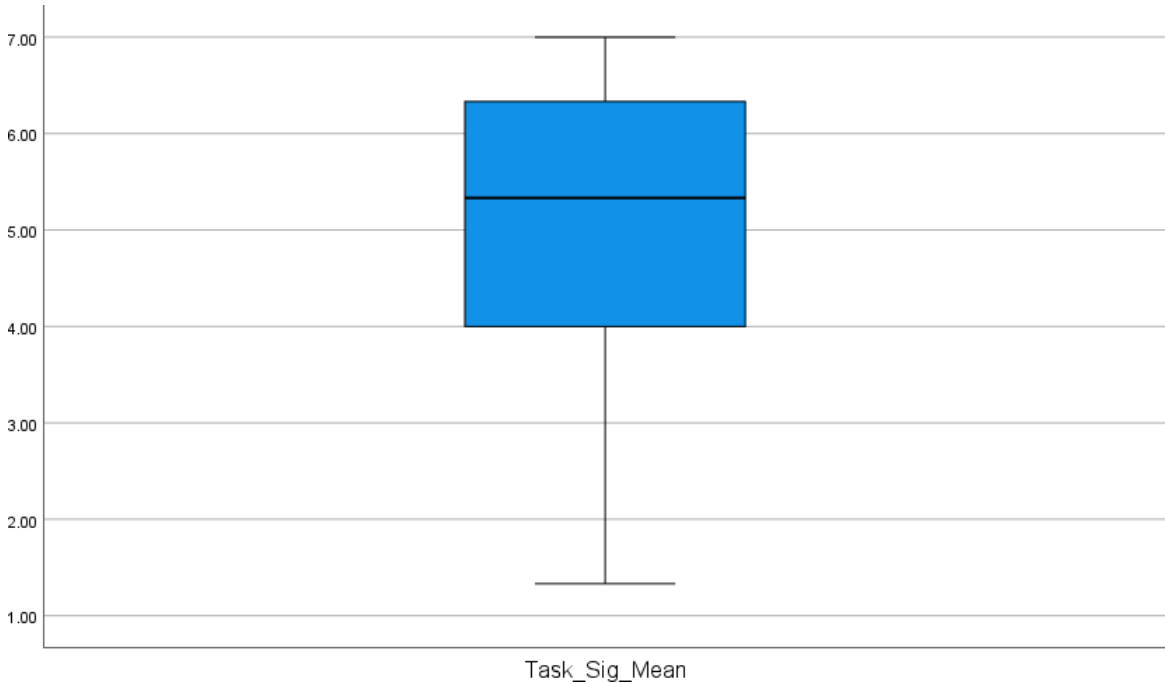
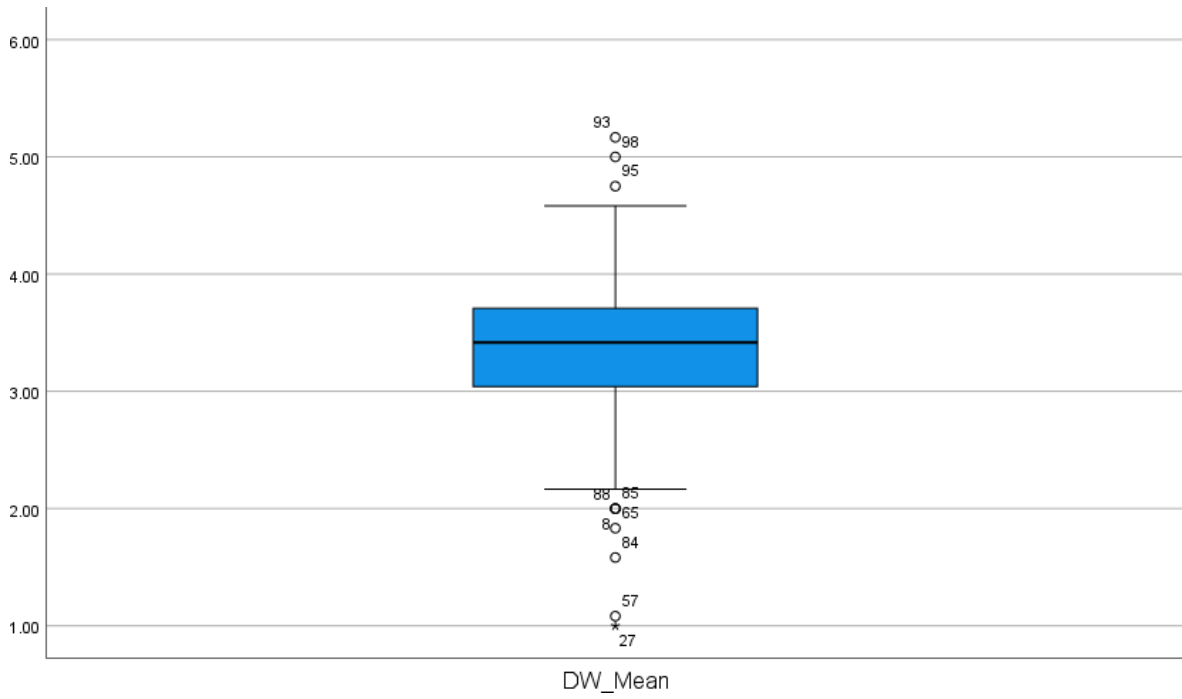Appendix H
Box Plot of Skills Variety

This outlier is more than 2x the interquartile range.
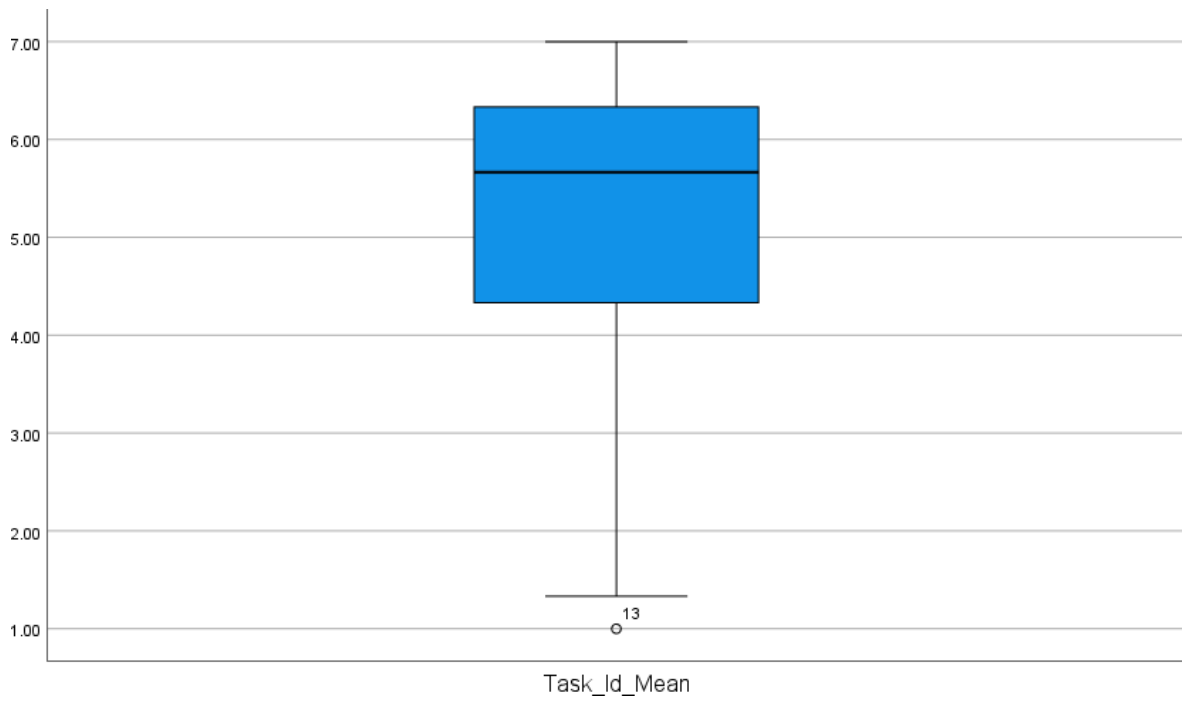
This outlier is more than 2x the interquartile range.

Appendix J
Box Plot of Task Significance

These outliers are more than 2x the interquartile range.
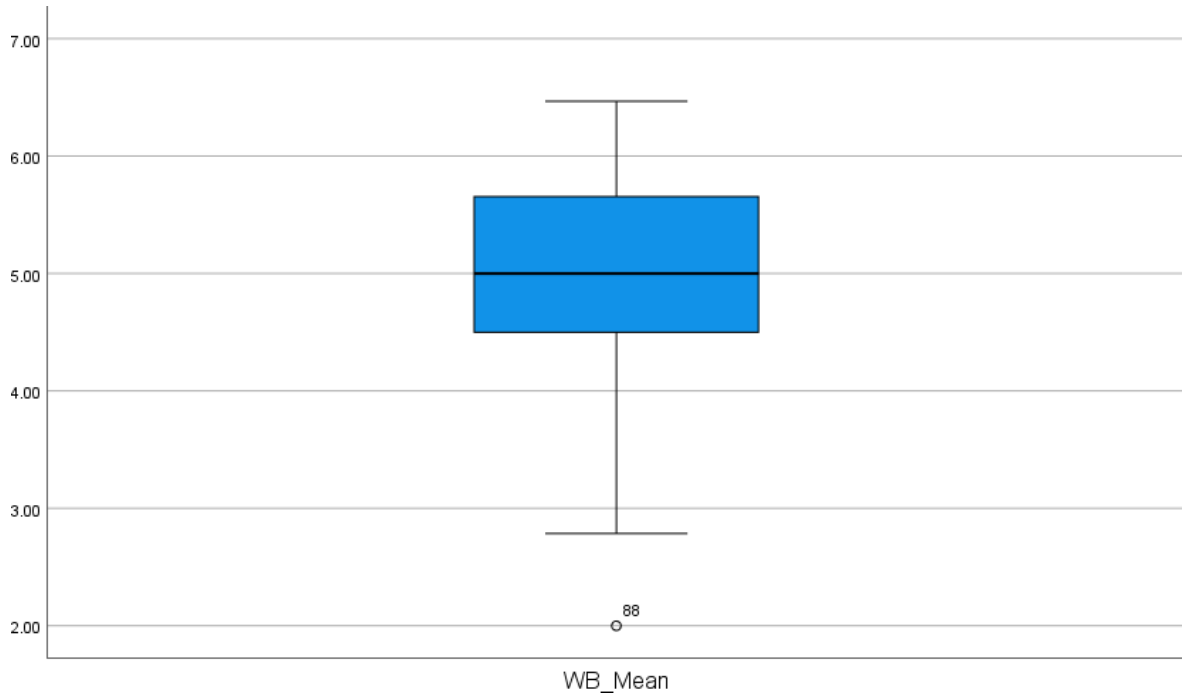
This outlier is more than 2x the interquartile range.

Appendix M
Normal P-Plot of Standardized Residuals for Well-being

Normal P-P Plot of Regression Standardized Residual
Dependent Variable: Mean_WELLBEING