

Determinants of perceived job security

MASTER THESIS



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Abstract

A lot of employees suffer from low perceived job security that affects health but also performance during work. Due to this fact, the aim of this research is to figure out which factors influence this perceived job security. These factors could be used to enhance perceived job security and provide a possibility to improve the performance during work. In this research five determinants were chosen for examination in that regard, namely *self-efficacy*, *trust*, *task-oriented leadership*, *relationship-oriented leadership* and *organizational identification*. Additionally, the interaction effects between these determinants in regard to perceived job security were examined. To do so, 120 employees were asked to fill in an online survey with 51 items in total. The results show that all examined determinants positively correlate with perceived job security. However, a regression analysis shows that none of the observed determinants is a predictor for perceived job security. Also there are no interaction effects between the determinants affecting perceived job security. In regard to these findings, this research additionally introduces new scientific issues concerning the explanation of the correlations and delivers possible ways of how to elaborate these.

Samenvatting

Vele werknemers ervaren dat zij een lage mate van baanzekerheid hebben. Dit heeft invloed op de gezondheid maar ook op de prestaties van de werknemers. Het doel van dit onderzoek is om factoren te identificeren welke invloed hebben op de baanzekerheid van mensen. Deze factoren kunnen worden gebruikt om de presentaties van de werknemers te verbeteren. Dit onderzoek focust zich op vijf factoren: *self-efficacy*, *trust*, *relationship-oriented leadership*, *task-oriented leadership* en *organizational identification*. Bovendien wordt ook de interactie tussen deze factoren in relatie tot baanzekerheid onderzocht. Daarvoor hebben 120 werknemers een online vragenlijst met in totaal 51 items ingevuld. De resultaten onthullen dat alle factoren positief correleren met baanzekerheid. Daarnaast is ook een regressie analyse uitgevoerd, welke laat zien dat er geen significanter voorspeller is. Er kan ook worden geconcludeerd dat er geen relatie bestaat tussen de factoren met betrekking tot de waargenomen baanzekerheid. Ten slotte worden er mogelijke verklaringen uitgereikt voor deze correlaties en is er ruimte voor toekomstig onderzoek.

1. Introduction

Job security plays a crucial role in today's society. Nearly everybody is employed and the financial situation depends on it because permanent employment guarantees regular income. No regular income massively restricts everyday life because with less salary one can afford fewer things (De Witte, 1999). This might lead to an abandonment of a car, a smaller flat and even affects the usual lifestyle with for instance not being able to go on holidays. The loss of a job can also massively affect the social life (Winkelmann, 2009). This starts with a lack of meeting your colleagues at work on a daily basis. Furthermore, several studies show that people who lose their job have a decreased social life in their private time (Russell, 1999). Specifically, that could mean having fewer friends or risking a partnership. These facts are well known, so it is logical that even the perceived job security, being the high or low assessed probability to lose one's job or the individual evaluation of the probability to keep one's job, has an influence on an employee. Put differently, perceived job security influences the employee's organizational attitudes and health (Sverke, Hellgren & Näswall, 2002). Organizational attitude describes the position someone takes concerning the organization he works for (Meixner & Bline, 1989). An effect of a low organizational attitude is for instance that the employee works with less commitment for the organization (Borg & Elizur, 1992). In the end, this will influence the employees' performance again, most probably in a negative manner. Moreover, there are effects on the employee's morbidity and blood pressure (Ferrie, Shipley, Stansfeld & Marmot, 2002). This indicates that the perceived job security evokes stress in an employee because morbidity and a high blood pressure are symptoms of stress (Vrijkotte, Van Doornen & De Geus, 2000; Ramirez, Graham, Richards, Gregory & Cull, 1996). All these effects result in a reduced performance on the job. On basis of negative attitudes towards the own organization,

decreased health, and increased stress, the employee cannot concentrate on his assignments during work, which leads to a decrease in performance (Peters, Benson & Porter, 1977).

But which factors are responsible for the employee's perceived job security? In scientific literature various determinants can be found which could be responsible for someone's perceived job security. There are determinants outside an organisation like the economy (Valletta, 1999), but also determinants within an organization, which are independent of the economic situation. In that regard, trust plays a crucial role (Robinson, 1996). Further potential organisationally internal determinants are different leadership styles (Yousef, 1998), self-efficacy and organizational identification (Feather & Rauter, 2004). This paper will focus on the organisation's internal determinants because they are more accessible to manipulate than external determinants. Resulting, there is a direct effect expected regarding the perceived job security if these determinants are manipulated. It is not possible to manipulate external determinants like the demographics of an employee. However, it is possible to manipulate self-efficacy, trust, leadership styles or organizational identification. For example, self-efficacy can be improved through training (Eden & Aviram, 1993). Thus, if an employee has an improved self-efficacy because someone is convinced of his own performance and he believes that he does a good job, he will have less fear to lose his job. Another example is that an improved organizational identification may influence the perceived job security. If an employee identifies with the organization, the fear to lose the job will decrease since the employee feels comfortable in the organization and does not fear to lose his employment (Sverke, Hellgren & Näswall, 2002). Furthermore, it is possible that there are interaction effects between the several determinants that influence the perceived job security in different manners. This is important to consider, because in an organization, there are always several determinants present, so it is crucial to know how the interaction is influencing the perceived job security.

The goal of the study is to figure out and empirically prove which of the aforementioned determinants influence perceived job security and to what extend. Moreover, this paper tries to examine the interaction effects between the potential determinants.

The paper is theoretically relevant because there is no other research that examines determinants for perceived job security in such a specific manner as it is intended in this research. There are several studies about job security and possible influence factors (Lazear, 1990; Clark & Postel-Vinay, 2009; Farber, 2010). However, most of these studies focus on external factors like the economy (Farber, 2010). There is a research gap because only organizationally internal factors are not considered yet. This paper tries to close this research gap. Also, there is a lot of research with contradicting results. On the one hand, Amstrong-Stassen (1993) found a strong relationship between organizational identification and job security, while on the other hand Robinson (1996) found a non-significant relationship.

Also, there is a practical relevance of this paper because if it is established which determinants are relevant for the perceived job security and how they interact with each other, they can be manipulated and used to increase the perceived job security of employees. This could result in higher performance of the employee during work time. It is relevant for nearly any organization nerveless of economic position, because the examined factors exist in every organization. Therefore, results and implications of this study can be applied by a large amount of people.

Therefore, this paper tries to answer the following research question:

To what extend do self-efficacy, trust, leadership styles and organizational identification influence perceived job security?

1.1 Perceived job security

Perceived job security can be defined as the perceived probability that an employee will keep his or her job (Bertola, 1990). Put differently, job security can be described as a risk because risk itself can be defined as a behaviour or action that may have negative, dangerous or threatening consequences (Jessor, 1991). De Graaff and Bröer (2012, p. 131) describe risk as “The projection of uncertain expectation, viewed in terms of randomness, about the occurrence of a negatively valued outcome category within a selected time frame“. Moreover, risk can be defined as “the chance of injury, damage, or loss“(Slovic, 1999, p. 690). The action to lose one’s job is considered to be a risk, since frequently negative consequences regarding the financial but also the private situation follow. How someone perceives this kind of risk is described through risk perception. Risk perception is an intuitive judgment to a risk (Slovic, 1987). Moreover, risk perception is subjective and perceived differently by numerous people (Sjöberg, 2000). Thus, perceived job security deals with risk perception.

1.2 Determinants

But which organizational determinants are relevant for perceived job security? The given literature provides information about different concepts that hypothetically could be applied to perceived job security because of their constructs and conditions. In this study we focus on self-efficacy, trust, leadership style and organizational identification as determinants of perceived job security.

1.2.1 Trust

A determinant for risk perception, which potentially is a relevant construct in the context of perceived job security, is trust (Robinson, 1996). It is known that there are inverse relations between trust and risk perception (Das & Teng, 2004). Rousseau, Sitkin, Burt and Camerer

(1998) pose that trust is a psychological state in which someone is willing to expose himself to a possible danger because he expects a positive attitude and intention of the opposite party. Thus, if an employee trusts his superior concerning his job security, he will not perceive his job security to be at risk. Moreover, Earle (2010) states that trust has two dimensions, namely relational trust and calculative trust. Relational trust is the relationship between the person who has convenience into the other party, and the other person who receives this convenience (Rousseau, et al 1998). Put differently, this kind of trust describes how the person showing trust perceives the intention of the person who is trusted. The fundamental resulting issue of relational trust is if the person who is trusted has positive or negative intentions. So for example if an employee believes that his superior does not have bad intentions, he will have a higher perceived job security. The second dimension is calculative trust (Earle, 2010). This refers to the behaviours of a person whom someone intends to trust (Rousseau et al., 1998). Calculative trust focuses more on the capabilities of that person. For instance, one speaks of calculative trust if one evaluates the physical or mental skills of someone to handle a risky situation. Following these definitions of trust, it can be concluded that there are always two instances, which are included during a trust process, because one instance has to trust the other. Regarding the topic at hand, this would be the employee who trusts the organization he is working at. Trust is also linked to perceived job security, because trust refers to an expectancy that you can bank upon something (Golembiewski & McConkie, 1975; Straiter, 2005). So, if the employee beliefs for instance that his superior is able to employ him, the employee will perceive his job security higher. Further, because Gabarro (1987) describes trust in terms of consistency of behavior, one can state that if an employee trusts his organization, he also assumes that he will consistently work there.

1.2.2 Self-efficacy

Following relevant scientific literature, performance plays a crucial role in job security (Yousef, 1998), because if someone provides a good performance during work, his probability to keep his job increases (Yousef, 1998). However, this paper focuses on *perceived* job security. That is the reason why the focus is also not on the actual performance of the employee but on self-efficacy of the employee. Self-efficacy refers to the subjective judgement about an employee's own performance. Furthermore, self-efficacy refers to an individual's belief in his or her capacity to execute behaviour necessary to produce specific performance attainments (Bandura & Wood, 1989). If an employee dares to fulfil his tasks regarding his job, it will affect his perceived job security because he does not have to worry to fail his tasks. So as he himself judges his work to be productive, he will experience less fear to lose his job (Yousef, 1998). Also, studies point out that if someone shows a high degree of self-efficacy, he also provides a higher performance and judges his own performance as good (Judge & Bono, 2001).

1.2.3 Leadership styles

First before it comes to leadership style, the concept leadership has to be defined. Stogdill (1974), claims that there are many different definitions for leadership. Northouse (2004) defines leadership as a process in which the leader influences certain people to achieve a common goal. Another definition is that a leader "fulfils a role of sense making, offering security and purpose to his/her followers" (Bolden, 2004, p 4). Following these definitions, leadership contains four concepts: 1) leadership as a process, 2) leadership as an influence, 3) leadership in a group context, and 4) leadership to achieve a goal. But how do the employees experience leadership in an organization? There are two leadership styles perceived by the employees: Task-oriented leadership and relationship-oriented leadership. According to Yousef (1998) leadership style is a possible determinant for risk perception in the context of

perceived job security. *Task-oriented leadership* can be described as a goal-focused management style. In a task-oriented leadership the leader has to promote task completion, reduce overall goal ambiguity, monitor communication processes and regulate certain behaviour executed by employees (Forsyth, 2014). *Relationship-oriented leadership* can be described as a relationship-focused management style. In a relationship-oriented leadership, the leader has to maintain positive interpersonal relations among all group members (Forsyth, 2014). Voon, Lo, Ngui and Ayob (2011) claim that leadership refers to perceived job security, because leadership affects the experience of the employees during work. So it is logical that leadership style affects the perceived job security, especially if it is taken into account that the leader is responsible for employing the employee.

If an employee is confronted with a task-oriented leader he will perceive his employment as more save, because he gets precise instructions about his tasks and knows exactly what to do (Madlock, 2008). This should reduce the confusion of the employee during work, so he feels more save about what to do and experiences higher job security.

1.2.4 Organizational Identification

Organizational identification is considered to be a possible determinant for perceived job security. Mael and Tetrick (1992) refer to organizational identification so that the employee is “intertwined” with the organization. Sharing same successes and failures and having common destinies are examples of organizational identification. Some people refer to it as organizational commitment (Eisenberger, Fasolo, & Davis-LaMastro, 1990) but in this research the term organizational identification is used preferably. Dick, Wagner, Stellmacher and Christ (2004) claim that organizational identification is a special kind of social identification. Social identification is a perception of oneness and affiliation with a group of persons (Ashforth & Mael, 1989). This forms, together with social categorization and social comparison, a group-

based social identity (Ellemers, De Gilder & Haslam, 2004). Social categorization helps people to organize one's social information and social comparison, while it gives meaning to a person by evaluating one's own group through a comparison with another group. There is a possible connection to perceived job security (Feather & Rauter, 2004). Bhuian and Islam (1996) provide an explanation where they argue that if expatriates are satisfied with job security, they also work harder and identify more with the organization because they experience a fair treatment.

Following the theoretical framework, trust, leadership styles, self-efficacy and organizational identification with their particular components are possible determinants for the perceived job security of employees. This paper will examine if these determinants are relevant for the perceived job security.

Therefore, an online survey will be designed to collect the data relevant to answer the research question. The hypotheses being tested during the present research are:

Hypothesis 1: A higher degree on self-efficacy will lead to a higher score on perceived job security.

Hypothesis 2: A higher degree on trust will lead to a higher score on perceived job security.

Hypothesis 3: A higher degree on relationship-oriented leadership will lead to a higher score on perceived job security.

Hypothesis 4: A higher degree on task-oriented leadership will lead to a higher score on perceived job security.

Hypothesis 5: A higher degree on organizational identification will lead to a higher score on perceived job security.

Furthermore, out of these hypotheses, an additional research question arises: *To what extent do the interactions between self-efficacy, trust, leadership styles and organizational identification influence perceived job security?*

In this research the interaction effects between these determinants will be explored. When it comes to interactions between those aforementioned constructs, it is interesting to look at the following four possible interactions: self-efficacy*relationship-oriented leadership, self-efficacy*task-oriented leadership, trust*organizational identification and relationship-oriented leadership*task-oriented leadership.

An interaction between self-efficacy and relationship-oriented leadership may be interesting to examine because it could be that employees who may not feel capable to fulfil their tasks during work feel very uncomfortable and fear to lose their employment. But if they are confronted with a relationship-oriented leader, they can obtain support out of the friendly interaction and perceive more perceived job security.

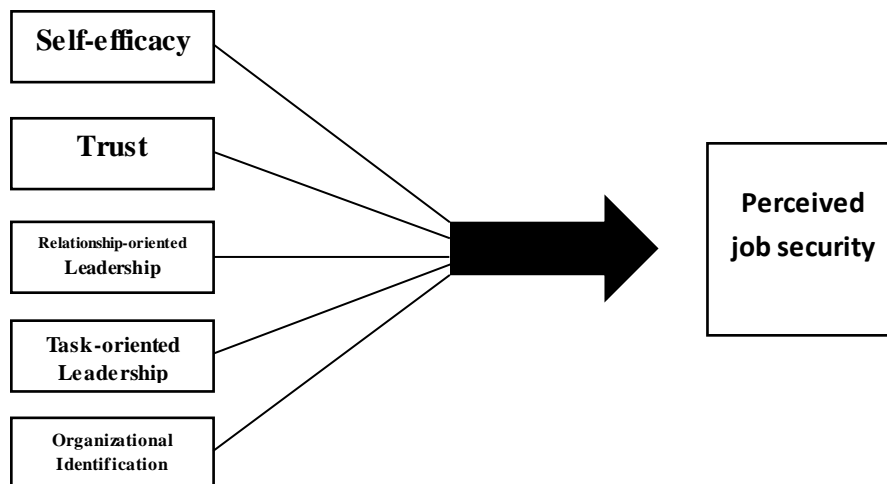
Put differently, someone who has a high degree of self-efficacy would maybe perceive his job security as higher if he is confronted with a task-oriented leader. One reason could be that if an employee is confident, he will manage all his tasks properly, and he may think that he can satisfy his leader who rates the execution of a task as important as a task-oriented leader. So if the employee thinks he is able to satisfy his leader, he may experience his job as secure.

Moreover, an interaction of trust towards an organization and organizational identification in regard to perceived job security is interesting to examine. It can be assumed that if both come together, it will increase the well-being of the employee, because the employee can identify more with the organization if it is perceived as honest by the employee. This could lead to the fact that he feels safe in this organization as well as regarding his job security.

Lastly, this research evaluates the influence of the interaction between relationship-oriented leadership and task-oriented leadership on perceived job security. Castaneda and Nahavandi (1991) state that employees prefer if both leadership styles are used. So if an employee is confronted with both leadership styles, he feels comfortable during work and this could result in higher perceived job security.

Model 1

Predictors for perceived job security



2. Method

2.1 Respondents

There were two requirements to participate in this study. First, the respondent had to be employed at that point in time, regardless if it is temporal or permanent and regardless in which sector. Second, the respondent had to understand the English language because all instructions, questions and answer possibilities were presented in English. In total, 120 respondents participated in the study, from which 21 did not complete the survey. Furthermore 10 people indicated that they are currently not employed, so these responses could not be included in the analysis.

Thus, in total 89 responses could be analysed from which 38 have a temporal employment and 51 a permanent employment. On average, people are employed since 4 to 8 years and have a gross income of 20.001€ – 40.000€. Most participants are German (86), but there are also participants from Portugal (2) and Austria (1), nevertheless all employed in Germany. Altogether, the examined respondents work in 19 different sectors, from which the most work in Marketing, advertising and PR. Specific details about age and gender can be found in Table 1.

Table 1*Overview respondent 's demographic data*

	Man	Woman	Total
18-29 years	30	28	58
30-39 years	3	5	8
40-49 years	1	3	4
50-59 years	5	12	17
60 years or older	2	0	2
Total	41	48	89

2.2 Procedure

The survey was designed by help of the program Qualtrics and the respondents had to fill in the survey online. Moreover, participants were being attracted by a non-probability snowball sampling and emerged from the environment of the researcher. The respondents were contacted individually via social media websites such as Facebook or via direct E-mail. Since there were no other requirements necessary to participate in this study except for having an employment and English skills, a large amount of people could be contacted (approximately 500). All these people were also asked to invite other people from their environment to participate in this study. The duration of filling in the survey took approximately ten minutes. Furthermore, the study's participation was voluntary and not compensated. At the very beginning, the survey contained an informed consent in which the respondents were informed about the fact that participation at this study is voluntary, that all data will be processed anonymously, that they can stop filling out the survey at any point they want and that the survey is about determinants for perceived job security. Also, they were thanked in advance for participating in this study. At the end of

the survey, the respondent was informed about the fact that if there were any questions concerning the survey or the study's results, they can contact the researcher. To do so, the E-mail address of the researcher was provided.

The data collection took place between April 18 and May 9, 2016. The data analysis was performed with the statistical package for social sciences (SPSS), version 20.

2.3 Instrument

As part of this research, an online survey was used to measure the constructs from the theoretical framework. Self-efficacy, trust, leadership style and organisational identification are the internal organizational determinants. But also job security itself, some demographical variables and the type of employment count amongst them. Consistent and frequently used scales from literature were used as an orientation during the developing process of this survey.

2.3.1 Survey/measurement

At first, the respondents were asked if they currently have an employment. If they deny this question the survey ended automatically, because they do not fulfil the necessary requirements to participate. To collect the data of interest, the survey measured seven different constructs: Demographics, Employment, job security, self-efficacy, trust, leadership style and organizational identification.

First, demographics were asked to gather more information about the respondent and to be able to describe the sample in more detail. Specifically, gender, age and nationality were retrieved.

Second, more detailed information about the employment was requested. It was asked in which sector the respondent is currently working, so it is possible to examine if there are job-specific differences concerning determinants of perceived job security. To do so, a drop

down menu with 25 different answer possibilities was provided, out of which one example is Healthcare. These were taken from the English job placement website: “<https://www.prospects.ac.uk>”. Additionally, the answer possibility “Other” was added for the case that a respondent could not find his sector in the given drop down menu. Next, the information since when the respondent is working in his current employment was asked. They can choose between 0-2 years, 2-4 years, 4-8 years, 8-12 years, 12-15 years or 15 years or longer. Upon that, it was asked if the employment is permanent or temporal and how much the gross income level is. Hereby it was possible to deny the answer because of discretion reasons.

Third, job security itself was measured. Therefore, a 7-point Likert scale developed by Oldham, Kulik, Stepina, and Ambrose (1986) was used. Here, the respondent could indicate to what degree he or she agrees or disagrees with the provided statements. The original scale from van Oldham and colleagues contains 10 items in total. However, for this survey, one item was deleted because it was similar to another item in the same scale. An example for this subscale is: “I will be able to keep my present job as long as I wish”. Cronbach’s α of this subscale is determined at .86.

Fourth, self-efficacy was measured. Therefore, the general self-efficacy scale developed by Schwarzer, Bäßler, Kwiatek, Schröder and Zhang (1997) was used. This is a 5-point Likert scale in which the respondent can indicate to what degree he or she thinks the provided statements are definitely false, probably false, neither true or false, probably true and definitely true. This scale contains 9 items. The original items of this subscale are applied to the context of employment. An example is that the statement from the original scale “I can always manage to solve difficult problems if I try hard enough” is transferred to the statement: “I can always manage to solve difficult problems during work if I try hard enough”. A further modification of the original scale used in this study is that in one statement the word “bind” in

replaced with the word “trouble” because trouble is a more common word and easier to understand for the respondent. Cronbach’s α of this subscale is determined at .89.

Fifth, trust towards the own organization was measured with the short version of the organizational trust inventory (OTI) developed by Cummings and Bromiley (1996). The short OTI contains 10 items, and the respondent can indicate on a 7-point Likert scale to what degree he or she agrees or disagrees with these statements. The statements of the short OTI were applied to the context of employment in this study. Moreover, in the short OTI each statement starts with the first person plural but for this research it was necessary that each statement starts with first person singular since the respondents were filling out the survey individually. So “we” was always transformed into “I”. An example of one of these statements is: “I feel that my company treats me honestly”. Cronbach’s α of this subscale is determined at .87.

Sixth, the leadership style was measured. Therefore, items from a recent study of Kellett, Humphrey and Sleeth (2006) were used. The authors used questions to determine if someone is a task-oriented or leadership-oriented leader. In this research, the items were used in a 5-point Likert scale in which the respondent could indicate if he or she thinks the statement is true or not true at all about their leader. The first three items indicate a relationship-oriented leader (Cronbach’s $\alpha = .94$) and the last six items indicate a task-oriented leader (Cronbach’s $\alpha = .87$). For example, the question “How warm and friendly would you say each person is?” was transcribed into “My leader is warm and friendly”.

Seventh, the survey measured the organizational identification of the respondents. Therefore, a scale developed by Mael and Ashforth (1992) called Organizational Identification was used. In this subscale, the respondents could indicate on a 5-point Likert scale to what degree they strongly agree or disagree with a certain provided statement. In the original scale there is always free space to fill in the name of the particular organization. For this study, this space was always filled with “my company”, so that it fits with every respondent’s job. In total

there were six items in this scale. An example for an item is: "I am very interested about what others think about my company". For this subscale, Cronbach's α is determined at .88.

2.4 Data Analysis

From the collected data, means, standard deviations and bivariate correlations of each subscale were calculated. This was expected to show which determinants are especially strong in this sample and which ones correlate with each other. Furthermore, a linear regression containing the possible determinants were performed to examine which determinants are predictors for perceived job security. It were also examined if there are interaction effects between these determinants, which maybe also predict perceived job security. Also, a hierarchical regression was performed to test the influence of some determinants without the influence of others.

3. Results

3.1 Descriptive Analysis

Table 2 shows the descriptive statistics of the variables of interest. The entire sample scored relatively high on Job security with $M=4.50$, with a standard deviation of 1.25. Further, the sample scored relative high on Self-efficacy with a Mean = 4.84 ($SD=1.05$). All participants show a relatively high score on Trust ($M=5.22$; $SD=1.51$). When it comes to Leadership style, there are two different leadership styles that can be differentiated. First, relationship-oriented leadership and second, task-oriented leadership. The descriptive analysis shows that the whole population scores relatively high on both leadership styles. The mean of the relationship-oriented leadership is $M=4.34$ with a standard deviation of $SD=1.32$. The Mean of the task-oriented leadership is $M=5.67$ with a standard deviation of $SD=0.88$. The last variable of interest is Organizational Identification. Here, the whole sample shows a relatively high score with a mean of $M=5.20$ and a standard deviation of $SD=1.13$

Table 2

Descriptive statistics of Job security, Self-efficacy, Trust, Relationship-oriented leadership (Rel-o L.), Task-oriented Leadership (Task-o L.) and Organizational identification (Org. I.)

	N	Minimum	Maximum	Mean	Std. Deviation
Job Security	89	1	7	4.50	1.25
Self-Efficacy	89	1	7	4.84	1.05
Trust	89	1	7	5.22	1.51
Rel.-o. L.	89	1	7	4.34	1.32
Task-o. L.	89	1	7	5.67	0.88
Org.I.	89	1	7	5.20	1.13

Table 3 shows correlations between the variables of interest. The bivariate correlation shows that all variables correlate positively and significantly with each other. Most correlations are significant at 0.01 level, but there are also some which are significant at a 0.05 level. In the following, only correlations relevant to the hypotheses are mentioned. The correlation between job security and self-efficacy is $r=.31, n=89, p<.01$. Furthermore, the bivariate correlation shows that trust and job security's correlation is $r=.29, n=89, p<.01$. The correlation between job security and relationship-oriented leadership is $r=.27, n=89, p<.05$. However, the other leadership style *task-oriented leadership* correlates with job security $r=.36, n=89, p<.01$.

Table 3

Bivariate correlations between Job security, Self-efficacy, Trust, Relationship-oriented leadership (Rel-o L.), Task-oriented Leadership (Task-o L.) and Organizational identification (Org. I.)

	Total					
	1.	2.	3.	4.	5.	6.
(1) Job security	1.00					
(2) Self-efficacy	.31**	1.00				
(3) Trust	.29**	.44**	1.00			
(4) Rel-o. L.	.27*	.25*	.54**	1.00		
(5) Task-o L.	.36**	.36**	.47**	.70**	1.00	
(6)Org. I	.29**	.26*	.34**	.25*	.35**	1.00

** Correlation is significant at the 0.01 level (2-tailed)

* Correlation is significant at the 0.05 level (2-tailed)

3.2 Regression analysis

The multiple regression analysis (see Table 4) with self-efficacy, trust, relationship-oriented leadership, task-oriented leadership and organizational identification being the independent variables and job security being the dependent variable shows that significant results can be retrieved in order to explain perceived job security, $F(5,83)=3.701$; $p<0.05$. However, none of the examined predictors add unique explanatory value to the model, so none of the predictors are significant (*self efficacy*: $B=0,33$; $SEB= 0.17$; $t=1.475$; $p>.05$, *trust*: $B=0,11$; $SEB= 0.06$; $t=0.49$; $p>.05$, *relationship-oriented leadership*: $B=0,08$; $SEB= 0.08$; $t=1.42$; $p>.05$, *task-oriented leadership*: $B=0,28$; $SEB= 0.17$; $t=1.126$; $p>.05$ *organizational identification*: $B=0,24$; $SEB= 0.17$; $t=1.53$; $p>.05$).

Table 4

Regression analysis, dependent variable: job security, predictors: Self-efficacy, Trust, Relationship-oriented leadership (Rel.-o. L.), Task-oriented leadership (Task-o. L.), Organizational Identification (Org. I.)

	B (SE _B)	Stand. Beta	t
Self-efficacy	.33 (.21)	.17	1.48
Trust	.07 (.14)	.06	.49
Rel-o L.	.08 (.37)	.03	.22
Task-o L.	.28 (.25)	.17	1.13
Org. I.	.24 (.16)	.17	1.53
F		3.71*	
df1; df2		5;83	

Furthermore, a moderator analysis was performed to examine if there are two-way interaction effects between the predictors regarding job security. But the analysis shows that this does not add explanatory power to this model. Also, possible three-way interactions were examined, but this analysis does not add explanatory power to this model either.

Next, hierarchical regressions were executed to examine if there are combinations of variables that show more explanatory results. Also, demographical variables were added. None of the explored models did provide significant predictors for job security. However, Table 6 shows that there is a significant R squared Change when it comes to a model with only task-oriented leadership, relationship-oriented leadership and organizational identification as predictors $R^2=.15$, $F(3,85)=5.05$, $p<.005$. So this model is significant. Models 2 and 3 including self-efficacy and demographics do not add explanatory variance.

Table 6:

Hierarchical Regression, Change statistics

Model	R2 Change	F Change	df 1	df 2	Sig F Change
1	.15	5.05	3	85	.003
2	.03	2.99	1	84	.088
3	.05	1.60	3	81	.198

a. Predictors: Task-oriented Leadership, Organizational Identification, Relationship-oriented Leadership
b. Predictors: Task-oriented Leadership, Organizational Identification, Relationship-oriented Leadership, Self-efficacy
c. Predictors: Task-oriented Leadership, Organizational Identification, Relationship-oriented Leadership, Self-efficacy, Age, Gender, Sector

4. Discussion

4.1 Study's key findings

The main goal of the study was to figure out if self-efficacy, trust, relationship-oriented leadership, task-oriented leadership and organizational identification can predict the perceived job security of employees. These assumptions were formulated in five concrete hypotheses. To test these hypotheses, an online survey was conducted. The analysis of the collected data shows that the whole sample scored moderately high on each observed construct. All in all, this indicates that all observed constructs are present and relevant in organizations. Otherwise the sample would not score above average on these constructs. Furthermore, the bivariate correlation shows that all constructs positively correlate with each other. This means that all constructs are related to each other. One can conclude that all of the tested hypotheses (H 1 – H 5) are confirmed. In contribution to the hypotheses, this means that an increase in self-efficacy, trust, relationship-oriented leadership, task-oriented leadership and organizational identification lead to an increase in the perceived job security of employees. However, the regression analysis shows that none of the five determinants nor the interaction effects between them can predict the perceived job security. However, because of the fact that all constructs are related to each other, a hierarchical regression was performed to examine if a modified model of the observed constructs could predict perceived job security. The results of the hierarchical regression show that a model only consisting of the determinants task-oriented leadership, relationship-oriented leadership and organizational identification can significantly predict perceived job security. So without self-efficacy and trust, the model can explain the perceived job security.

In the following these findings and its reasons will be discussed.

First of all, the whole sample scored relative high on perceived job security. This means that most people feel relatively secure about their employment and that they are not scared to lose their job. This is contradicting to the research of Amity and Wei (2004), who state that among employees, there is the belief that it is likely to lose an employment, especially because of the fear that their organization will outsource their jobs to different countries. Also Neumark (2000) state that there is a decline in job security. Reasons for these different findings could be provided by the research of Schmidt (1999) who assumes that employees are highly pessimistic about job security. However, when it comes to their own employment, employees do not think that it is likely that they will lose their own job in the following next months. So in this research, respondents were asked how they perceive their actual job security. They can indicate that they feel safe, even if they are in general pessimistic about job security.

Furthermore, when it comes to self-efficacy, the whole sample feels capable to manage their assignments during work. This is in line with the results of the research by Ellis and Taylor (1983), who say that self-efficacy is related to job search. So people are looking for jobs, for which they feel confident to fulfil on the required tasks (Stajkovic & Luthans, 1998).

Moreover, the whole sample shows relatively high levels of trust towards their organisation. This is in line with literature where it is stated that most people think that their organisation is trustworthy (Zhang, Tsui, Song & Jia, 2008)

The respondents indicated both, that they are confronted with a relationship-oriented leader as well as with a task-oriented leader. However, the task-oriented leader was reported more frequently than the relationship-oriented leader. Reasons for this can be found in the literature where it is mentioned that employees prefer if their leader performs both, a task-oriented and relationship-oriented leadership style (Castaneda & Nahavandi, 1991). Most respondents related both leadership styles to their leaders.

Regarding organizational identification, it was relatively high among the respondents. This means that the sample can identify with the organization they are working for and think in terms of “my organization” about their workplace. This is in line with the research of Kilungu (2014) indicating that most employees identify with their organization.

When it comes to the bivariate correlation, it is worth mentioning that all constructs correlate with each other in a positive manner. This indicates that all constructs are related to each other. This also proves that all five hypotheses are confirmed.

First, hypothesis 1 is confirmed, in particular a higher degree of self-efficacy will lead to a higher score on job security. This means when an employee feels capable of doing his tasks during work, he also experiences his job as more save. This finding is in line with the research of Yousef (1998), who suggested that if an employee judges his work to be productive, he will experience less fear to lose his job. However, there is also literature stating that there is no link between self-efficacy and job security (Parker, 2000). To further explore the correlation between self-efficacy and job security, a regression analysis was performed to check if self-efficacy is a predictor of job security. The analysis shows that self-efficacy is not a significant predictor of perceived job security. It was expected that a high degree of self-efficacy would directly supply the employee with enough confidence to feel save to keep his job. Reasons for this finding within this research could be that people do not relate their subjective assessment of their capabilities to fulfil their assignments during work to job security. So they think even if they accomplish their assignments properly, it will not influence the probability to keep their current employment, because other factors like internal politics have an influence on this decision as well. So if self-efficacy does not predict job security, there has to be another reason for the correlation. One opportunity is that there is another variable which mediates self-efficacy in regard to job security. According to literature, self-efficacy mediates job stress in regard to burnout (Schwarzer & Hallum, 2008). It may be possible that self-efficacy in context

with job stress affects perceived job security. For example, employees who experience a lot of job stress and fear to lose their job can compensate their fear to lose the job through a high degree of self-efficacy. To examine this idea, a future research should be executed in which job stress is measured besides self-efficacy and job security. Put differently, it is possible to look if job stress mediates self-efficacy. This could also be done by an online survey.

Second, hypothesis 2 was confirmed, meaning that a higher degree of trust will lead to a higher score on perceived job security. Employees who have trust towards their organization do perceive their employment as more safe. To explore if trust also predicts the perceived job security, a regression analysis was performed showing that trust is not a significant predictor of perceived job security. It was assumed that if employees have enough trust towards their organization, they would not fear to lose their employment. This result is surprising, because even Robinson (1996) states that trust plays a crucial role when it comes to job security. A reason for that could be that people think that their organization is trustworthy in for example negotiations with other parties, but when it comes to job security, they will not stand behind their word and probably cancel the employment. Thus, employees differentiate between different parts of the organization to which they have trust and they do not necessarily experience trust to their job security. However, there is still a significant correlation between trust and perceived job security. According to Robinsons (1996), there is a perceived breach against an arrangement between the employee and employer by the employee which affects the trust, and in the end the perceived job security of the employee. To further explore the correlation between trust and perceived job security, it is necessary to also consider certain circumstances in the organization, such as perceived breaches that influence trust. So it would be possible to see if there is a factor that mediates trust and leads to the correlation of trust and perceived job security. Therefore a pre-test before the actual measurement is required to examine if there are specific circumstances in the organization which influence trust.

Third, hypothesis 3 is proven correct through the bivariate correlation. In particular, this means that if an employee is confronted with a relationship-oriented leader, he will experience more job security. But the regression analysis indicated that relationship-oriented leadership is not a predictor of perceived job security. It was suggested, that people who have a good relationship with their leader would not fear to lose their employment. One reason why this is not the case could be that people think that even if they have a good relationship with their leader, the leader could always cancel their employment. It indicates that employees differentiate between interpersonal kindness and business. So even if there is a very friendly interaction between the leader and the employee, the employees do not think that their leader will not cancel their employment solely because the leader is a friendly person. However, the correlation between a relationship-oriented leader and perceived job security cannot be explained with the results of this research. Also, literature does not provide any suitable arguments for this finding, even if this finding was predicted. Therefore, a future research with the aim to explore this correlation is required. This could be done via a field experiment, in which employees with relationship-oriented leaders are observed. This might point out mediators or moderators that clearly explain why a relationship-oriented leader is responsible for the fact that employees perceive their employment as more save.

Fourth, hypothesis 4 is confirmed, meaning that if an employee is confronted with a task-oriented leader he experiences more job security. However, the regression analysis indicates that task-oriented leadership is not a predictor of perceived job security. It was assumed that employees who are confronted with a task-oriented leader will perceive their employment as more save, because they get precise instructions about their tasks and know exactly what to do (Madlock, 2008). This should reduce the confusion of the employee during work, so they feel more save about what they do and experience a higher job security. A reason why this is not the case could be that employees are maybe overstrained by the requirements

of the leader, so they maybe worry that they cannot fulfil the requirements and so do not experience job security. But how can the correlation between task-oriented leadership and perceived job security be explained? It can be reasoned that there is a third variable which mediates or influences this correlation. Since literature does not provide any possible third variable in this context, it is recommended to perform a future research that looks for these variables or finds a causation in the correlation. Therefore, a similar design, as recommended earlier for the examination of the correlation between relationship-oriented leadership and perceived job security, can be used. But in this case the employees has to be confronted with a task oriented leader.

Fifth, hypothesis 5 is confirmed, stating that a higher degree of organizational identification will lead to a higher score on job security. This is also in line with the finding of Armstrong-Stassen (1993) who claimed that there is a relation between organizational identification and job security. But the analysis also indicates that organizational identification does not affect the perceived job security directly, because according to the regression analysis organizational identification is not a predictor of perceived job security. This result is surprising, because actual literature provides evidence that there is a link between organizational identification and job security as reported by Feather and Rauter (2004). However, one reason why organizational identification is not a predictor for perceived job security could be that people who identify with their organization do not necessarily relate their commitment to the organisation with job security. Thus, even if they feel part of the organisation, they also feel that they could always be separated from this organisation and lose their employment. Even if organizational identification is not a predictor for perceived job security, there has to be something that explains the positive correlation between these two variables. Shore & Martin (1989) state that there is an interplay between organizational identification and job satisfaction that affects turnover intention. Perhaps it is also possible that

there is an interplay between job satisfaction and organizational identification, which affects the perceived job security. In particular, employees who like their job are more likely to identify with their organization and therefore experience their employment as more safe. To test this assumption it is necessary to set up a future research in which besides organizational identification and job security also job satisfaction is measured. So it is possible to look if job satisfaction mediates organizational identification. This could be done by an online survey.

However, the high correlations between the different constructs indicate that there is a link between all these constructs. Further, a hierarchical regression was performed. The results of the hierarchical regression is worse mentioning because the model only consisting of the variables task-oriented leadership, relationship-oriented leadership and organizational identification significantly explain the perceived job security of employees. So one can assume that if there is an organization that provides a leader to the employees who shows a relationship-oriented and task-oriented leadership style and further the employees show a high degree of organizational identification, the employees perceive a higher degree of job security. This is in line with the research of Castaneda and Nahavandi (1991) that employees are most satisfied with a combination of task-oriented and relationship-oriented leader. Also, literature claims that organizational identification is influenced by the leadership style (Sergiovanni, 1984; Lok & Crawford, 1999). So if the employee is satisfied because of the leadership style of the leader and additionally also identifies with the organization, this may lead to an increase in perceived job security. A reason for that could be that employees experience a higher job satisfaction because they like the organization and their leader. Job satisfaction is also related to job security (Sousa-Poza & Sousa-Poza, 2000)

In order to answer the additional research question the two-way interactions between the five chosen constructs in regard to perceived job security were examined. Following this research, an interaction between self-efficacy and relationship-oriented

leadership does not predict perceived job security. Employees who may not feel capable to fulfil their tasks during work cannot obtain support out of the relationship-oriented leader to experience job security. A reason for that could be that people who are suffering of a low self-efficacy have a low self-esteem (Judge, Erez & Thoresen, 2002) and feeling very uncomfortable in their working environment. So even a relationship-oriented leader cannot make them feel more comfortable about being uncertain to fulfil their tasks, so they also do not experience job security.

Further, employees with a high self-efficacy and a task-oriented leader do not experience more job security. One reason for that could be that employees who think they can manage their tasks during work are not necessarily thinking that this is enough to satisfy their task-oriented leader, and therewith to perceive their employment as save. Maybe they do not appreciate the dominant manner how the leader is assigning the tasks to their employees, which is also part of a task-oriented leader (Kellett, Humphrey & Sleeth, 2006).

Moreover, the assumption that employees with high trust towards their organization and an organizational identification perceive their employment as more save was not confirmed. One reason could be that people, even if they experience a kind of well-being and safety in their organization do not necessarily relate this to job security. So actually employees see their organization as honest and can identify with it, but they do not think that this is enough to maintain their employment, because maybe other factors as the economic situation are more relevant for them concerning the perceived job security.

Last, an interaction between task-oriented leadership and relationship-oriented leadership does not predict perceived job security. It was assumed that because literature says that employees prefer a leader who is leadership and task-oriented (Castaneda & Nahavandi 1991), that this interaction would positively influence the perceived job security of employees.

Also all other possible interactions between the constructs were checked and even three-way and fourth-way interactions, but none of them predicts the perceived job security.

4.2 Implications

There can be many relevant new aspects drawn out of this research, which can be used for specific implications. In the following these implications will be discussed.

One intention of this study was to close the existing research gap of internal organizational determinants of perceived job security. To do so, some assumed relevant constructs were selected and examined if these predict the perceived job security of employees. However, none of the examined construct is a predictor of perceived job security. Nevertheless this adds also important knowledge to the existing literature, because now there are several determinants, which can be excluded to be a possible determinant of perceived job security. So this research reduced the numbers of possible determinants for perceived job security and can be used as starting point for future research.

Also, there are results in this research which undermine already existing literature. For instance the research of Ellis & Taylor (1983), who claim that self efficacy is related to job search, which can also be concluded based on the findings of this research as discussed earlier. Also correlations between organizational identification and trust, which also reported by Cook & Wall (1980).

A further theoretical implication can be added through the results of the hierarchical regression, which indicates task-oriented leadership, relationship-oriented leadership and organizational identification explaining perceived job security. This knowledge can be used to develop a new model, which is not known yet in existing literature.

From this study also practical implications can be drawn. The aim was to figure out which determinants are relevant to perceived job security, so that this knowledge can be applied to an organization to increase the perceived job security and so improve the performance of the employees, even if there is no single significant determinant for perceived job security. So there is a model consisting of task-oriented leadership, relationship-oriented leadership and organizational identification, which explains perceived job security. So in order to improve the perceived job security of their employee, the organization should consider these three constructs. Actually they should improve organizational identification among the employees and find the right balance between task-oriented leadership and relationship-oriented leadership among the leaders to reach an increase in perceived job security resulting in an improved performance. One way to improve the organizational identification comes from Dick, Wagner, Stellmacher and Christ (2004), who state that organizational identification consists of the identification of the workgroups within an organization. One opportunity to improve organizational identification can be to promote activities with the workgroup. For instance the organization could organize a teambuilding event. The workgroups have shared experience, which is likely to increase the identification with the workgroup and so also the organizational identification. One way to ensure that the leaders perform both, task-oriented leadership and relationship-oriented leadership is to use the Least preferred co-worker scale (LPC) (Rice, 1978). With this scale one can figure out which leadership style the respective leader performs. Then is possible to give him a training that he also learns to perform the other leadership style, because a successful leader always shows both: task-oriented leadership and relationship-oriented leadership (Cartwright & Zander 1960).

4.3 Limitations and future research

While looking at these aforementioned findings and implications, one should always be aware of limitations considering this research. These and possible recommendations for future research will be discussed in the following section.

The first look at the dataset shows that in total, 120 respondents participated in this survey, but 21 of them did not complete the whole survey. This is a high dropout rate for an online survey. A recommendation for future research should be to maybe make the survey more supportive for the participant by for instance providing information about the duration during the survey like: “Only 10 more questions to go”. This is important regarding the fact that a lot of respondents stopped to fill in the survey when it came to the last 10 items. Also offering a reward for the participation could be a good manner to ensure that people complete the survey, because this improves the intrinsic motivation to fulfil the task (Deci, Koestner & Ryan, 1999)

Furthermore, it seems that job security is a sensitive topic among employees. The researcher was often asked if the answers are really anonymous, even if this information was already provided in the informed consent. So one can conclude that maybe some participants gave socially desirable answers because they fear that they could suffer from consequences if they answer honestly. To find out some general background information about the answers given, it is recommended for future research to conduct follow-up interviews to get a more in-depth view on the results.

Also, it is worse mentioning that the participants originated from different working sectors. So there were no differences between different groups examined. This was not possible because there was no representative amount of participants of each working sector meaning that they could not be compared. For a future research it would be interesting to know if there are the same results for e.g. employees from the marketing sector compared to employees from the finance sector. Then the results would be more specific.

In general future research with the same or a comparable topic is recommended because this research actually shows that all the observed constructs are related to each other in some way. Suggestions for these future research were already discussed earlier in the key findings section.

5. Conclusion

This research shows that all of the observed determinants affect perceived job security. Regarding the research question one can conclude that self-efficacy, trust, leadership style and organizational identification affect the perceived job security of employees. However, it appears difficult to find reasons for this correlation, considering that the regression analysis shows that none of these determinants predict perceived job security among employees. So even if this is a quantitative research, it includes aspects of an explorative research because it raises many new questions and delivers possibilities for further research to answer those questions. Besides this explorative aspect, the data of this research also provide a model consisting of task-oriented leadership, relationship-oriented leadership and organizational identification, which can explain perceived job security. This model may be used in an organization to improve the perceived job security. Further, in regard to the additional research question, it can be said that none of the interactions between self-efficacy and relationship-oriented leadership, self-efficacy and task-oriented leadership, trust and organizational identification, and relationship-oriented leadership and task-oriented leadership can predict the perceived job security.

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6. Appendix

6.1 Appendix A

Online survey:







UNIVERSITY OF TWENTE.

Dear Participant,

Thank you in advance for participating in this survey. The present questionnaire concerns determinants of perceived job security and has been developed as part of my Master thesis in Psychology.

First your demographics are inquired and then the main questionnaire will start. Please try to answer the questions with care and try to be as honest as possible. All your answers will be processed anonymously. You are free to stop filling out the questionnaire at any time.

The duration of the questionnaire is about 10 minutes


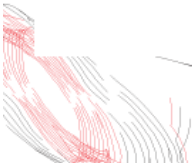


UNIVERSITY OF TWENTE.

Do you currently have an employment?

☐ Yes


☐ No



Survey Powered By [Qualtrics](#)

What is your gender?

- ☐ Male
- ☐ Female



What is your age?

- ☐ 18-29
- ☐ 30-39
- ☐ 40-49
- ☐ 50-59
- ☐ 60 or older

What is your nationality?

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In which sector are you currently working?

Since when are you employed?

- ☐ 0-2 years
- ☐ 2-4 years
- ☐ 4-8 years
- ☐ 8-12 years
- ☐ 12-15 years
- ☐ 15 years or longer

What is the type of your employment?

- ☐ permanent
- ☐ temporal

What is your gross income level?

- ☐ Less than 20.000€
- ☐ 20.001€ – 40.000€
- ☐ 40.001€ – 60.000€
- ☐ 60.001€ or more
- ☐ No Comment

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Please indicate to what extent you Agree or Disagree with the following statements:

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
I will be able to keep my present job as long as I wish	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My current company will not cut back on the number of hours I work each week	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If my current company was facing economic problems, my job would be the first to go	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am confident that I will be able to work for my company as long as I wish	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My job will be there as long as I want it	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If my job was to be eliminated, I would be offered another job in my current company	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Regardless of economic conditions, I will have a job at my current company	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am secure in my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My job is not a secure one	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Please indicate to what extent you think the following statements are True or False

	Definitely false	Probably false	Neither true nor false	Probably true	Definitely true
I can always manage to solve difficult problems during work if I try hard enough	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If someone opposes me during work, I can find means and ways to get what I want	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is easy for me to stick to my aims and accomplish my goals regarding work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am confident that I could deal efficiently with unexpected, unforeseen situations during work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can solve most problems concerning my work if I invest the necessary effort	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can remain calm when facing difficulties during work because I can rely on my coping abilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When I am confronted with a problem during work, I can usually find several solutions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If I am in trouble during work I can usually think of something to do	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
No matter what crosses my way during work, I am usually able to handle it	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Please indicate to what extent you Agree or Disagree with the following statements:

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
I think the people in my company tell the truth in negotiations with other parties	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In my opinion, my company is reliable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think that my company takes advantage of my problems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel that my company treats me honestly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel that my company takes advantage of people who are vulnerable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think that people in my company succeed by stepping on other people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think that my company will keep its word	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think my company does not mislead me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think that my company tries to get out of its commitments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think that my company negotiates joint expectations fairly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Please indicate to what extent you Agree or Disagree with the following statements:

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
My leader is warm and friendly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My leader is caring and concerned about others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My leader is supportive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My leader has good leadership abilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My leader is hard-working	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My leader is intelligent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My leader is assertive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My leader will be successful in a future career	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My leader would do a good job at being an executive at a large corporation or other business enterprise	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Please indicate to what extent you Agree or Disagree with the following statements:

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
When someone criticizes the company I work for, it feels like a personal insult	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am very interested in what others think about the company I work for	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When I talk about this company, I usually say „we“ rather than „they“	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This company's successes are my successes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When someone praises this company, it feels like a personal compliment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If a story in the media criticized the company I work for, I would feel embarrassed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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You have just participated in a questionnaire about determinants of perceived job security.

The aim of the research is to qualify certain determinants of perceived job security to use them to increase productivity.

Your responses given in this survey are very important and greatly appreciated.

If you have any further questions concerning the results, your participation, or the study generally, please do not hesitate to contact me via email (m.goretzki@student.utwente.nl).

Thank you very much for your participation.

To finish this survey, please click on the "next" button below.

Michael Goretzki

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