

MASTER

The relationship between job insecurity and work performance a study among blue collar workers in the south of the Netherlands

Cobussen, W.A.L.

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Eindhoven, January 2011

**The relationship between
job insecurity and work performance:
A study among blue collar workers
in the south of the Netherlands.**

by
Wout Cobussen

BSc Industrial Engineering
Student identity number 0602085

in partial fulfilment of the requirements for the degree of

**Master of Science
in Operations Management and Logistics**

Supervisors:
dr. S. Rispens, TU/e, HPM
dr. ir. P.A.M Kleingeld, TU/e, HPM

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Subject headings: Job insecurity, work performance, transformational leadership,
informational justice.

I. Abstract

The goal of this master thesis is to provide insight into the relationship between job insecurity and employees' work performance, and to find out what companies and supervisors can do to prevent employees for experiencing job insecurity, or decrease the negative relationship between job insecurity and employees' work performance. Since a decrease of employees' work performance decreases the competitive position of companies, it is of interest to know what relationship job insecurity has with work performance and what influence companies have on this relationship.

Studies so far found conflicting results on the relationship between job insecurity and employees' work performance. Therefore this study first specified work performance into six short term work performance aspects and four long term work performance aspects, which together are expected to cover overall work performance. This study also examined if a transformational leadership style and informational justice prevent employees for experiencing job insecurity, and if transformational leadership and informational justice moderate the relationship between job insecurity and employees' work performance.

Employees and supervisors from different companies filled out questionnaires. Results based on the self completion questionnaires show that job insecurity is negatively related to the different aspects of employees' work performance, that informational justice prevents employees for experiencing job insecurity and that neither transformational leadership nor informational justice moderates the relationship between job insecurity and employees' work performance.

II. Preface

This master thesis marks the end of the master degree program ‘Operations Management and Logistics’ at the Eindhoven University of Technology, and the end of a long and turbulent student life. After graduating for my bachelor degree at the Fontys Hogescholen in 2005 I entered the pre-master at the Eindhoven University of Technology. My first year at the University was exciting, but study results fell short. Determined to achieve my Master title I managed to pass my pre-master during my second year and entered the master program.

In the beginning my results were insufficient, and during many depressive days I doubted if I should continue with my master or give up and apply for a job. After a while I managed to find the balance between school and social life and together with my motivation my study results improved. During my master project I encountered similar phases, where I was either motivated and made progress, or doubted if I would ever be able to graduate.

When this thesis was finally showing progress, after a difficult period writing the literature review and research proposal, I was offered a job which I accepted. Again I struggled with my thesis and it was only during the last months that the project got back on track and I was able to finish it.

I would like to thank Sonja for guiding me through this master thesis project. For being patient with me during this process, for giving me the opportunity to find my own way, for advising me, and especially for giving me clear tasks and deadlines when I did not show progress any more.

I would also like to thank Ad for being my second mentor, especially for his critical notes on my thesis during its final phase. Without your comments this thesis would not have reached the desired level.

I would also like to thank my friends, for commenting me on my long lasting study and thereby motivating me to finish it, for having coffee breaks with me during long days at the university, and for helping me out when I got stuck. I would like to thank my older sister and brother for listening to the problems I encountered and for their support. And being the youngest of the family I have an everlasting struggle to keep up with both of them, so I had to graduate for my master too. And finally I would like to thank my parents. They made it possible for me to study, they have always supported me during my study and they helped me to become the person I am.

I am proud to present my master thesis to you.

Wout Cobussen
Eindhoven, 2011

III. Management Summary

During the latest economic depression, which started in 2008, many companies faced layoffs or bankruptcies, which resulted in unemployment. As a result employees are likely to experience job insecurity, for this study defined as the individuals concern of involuntary losing the current job.

For a company it is of great interest to know what the relationship between job insecurity and employees' work performance is. If job insecurity results in lower work performance of employees this will decrease the competitive position of a company, which could make the difference between surviving the economic depression and bankruptcy. A deep analysis of existing literature on the topic of job insecurity, which was conducted as a preparation for this research, showed conflicting results among studies so far. Some studies found a positive relationship between job insecurity and employees' work performance, others found a negative relationship. Based on previous studies the expectation existed that the relationship between job insecurity and work performance mainly would be negative for companies. If this expectation would hold it would be interesting for companies to know how they can minimize the negative relationship between of job insecurity and employees' work performance. This need for clarification of the relationship between job insecurity and employees' work performance, and the need for companies to know how they can minimize the expected negative relationship resulted in the main research question:

What is the relationship between job insecurity and employees' work performance and how can companies influence this relationship to minimize the negative consequences?

An explanation for the conflicting results in research so far could be the multidimensional construct that work performance is. Probably researches so far studied different aspects of employees work performance. Therefore was employees work performance for this study specified into six short term work performance aspects and four long term work performance aspects, which together are expected to cover the overall construct work performance. The short term aspects are productivity, quality, safety, absence*, counterproductive work behavior* and creativity, the long term aspects are burn out indications*, job satisfaction, turnover intention*, and organizational commitment. Since the main research question consists of two parts it was split into two different research questions:

Research question 1: What is the relationship between job insecurity and the factors of employees' overall work performance, as defined for this study?

Research question 2: What moderators, which can be influenced by companies, influence the relationship between job insecurity and employees' work performance?

Since job insecurity is expected to decrease employees' work performance it is even more interesting for companies what they pro-active can do to prevent employees for experiencing job insecurity, than what they re-active can do to minimize the negative consequences. Therefore the third research question was formulated:

Research question 3: How can companies prevent employees for experiencing job insecurity?

* = These aspects will be treated reverse coded in this summary, so a negative relationship between job insecurity and for example absence or turn over intention means that employees who experience job insecurity are more often absent and have higher turnover intention.

During the literature review another possible relationship was found, with job insecurity as a partial mediator of expected positive relationships between work performance and independent variables. In other words, job insecurity is expected to weaken positive relationships between work performance and certain independent variables. This resulted in the final research question:

Research question 4: Is job insecurity a partial mediator of positive relationships between employees' work performance and other independent variables?

Based on literature it was expected that transformational leadership style and informational justice, both being variables which can be influenced by companies, could moderate the relationships between the different aspects of employees' work performance and job insecurity. Thereby, it seemed possible that both transformational leadership style and informational justice would prevent employees for experiencing job insecurity, and both variables were expected to have positive relationships with the different aspects of work performance. Therefore, next to the direct relationships between transformational leadership and informational justice with job insecurity and employees work performance, was tested if job insecurity mediates the expected positive relationships between transformational leadership and employees' work performance and informational justice and work performance.

In order to find answers to these research questions were questionnaires taken from blue collar workers in four different companies in the south of the Netherlands. The questionnaires contained questions about the ten different aspects of work performance, about job insecurity, about the experienced level of transformational leadership style and about the experienced level of informational justice. In three of the four companies the supervisor also filled in a questionnaire about how employees scored on the short term aspects of work performance. Although not enough questionnaires from supervisors were collected to be statistical significant this gave some interesting new insights.

Figure A shows the first research model that was tested, belonging to research question 1.

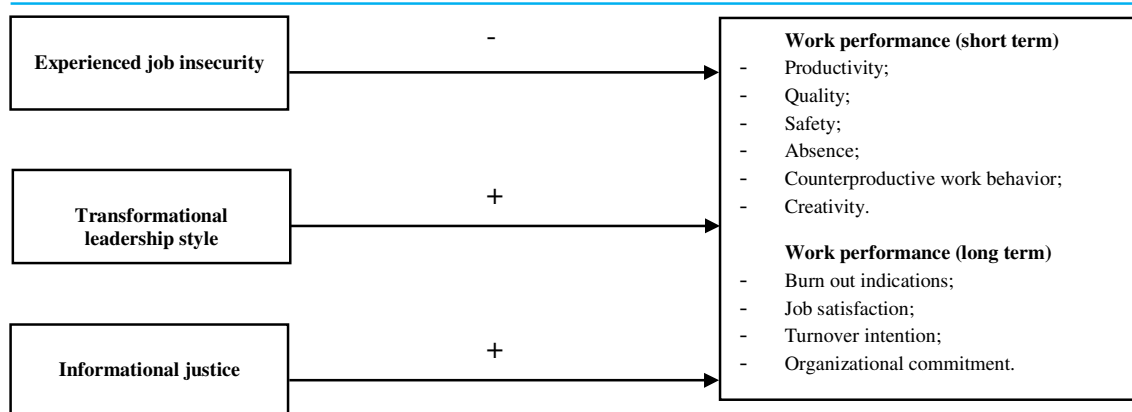


Figure A, Research model 1, Direct relationship between work performance and job insecurity, leadership style and informational justice

Based on the employee questionnaires job insecurity turned out to be negatively related to overall work performance, as expected. But surprisingly was job insecurity also negatively

related to the single aspects of work performance, herewith questioning the studies so far that did found a positive relationship between job insecurity and work performance. This also stresses out the need for companies to be able to decrease the negative relationships between job insecurity and the aspects of work performance, and the need to prevent employees for experiencing job insecurity.

The expected positive relationships between transformational leadership style and work performance and between informational justice and work performance were supported. Employees who experience a higher level of transformational leadership style and a higher level of informational justice report higher on work performance and the different aspects of work performance.

Figure B shows the second research model, where the moderating effect of a transformational leadership style and informational justice on the negative relationships between job insecurity and the different aspects of work performance were tested, belonging to research question 2.

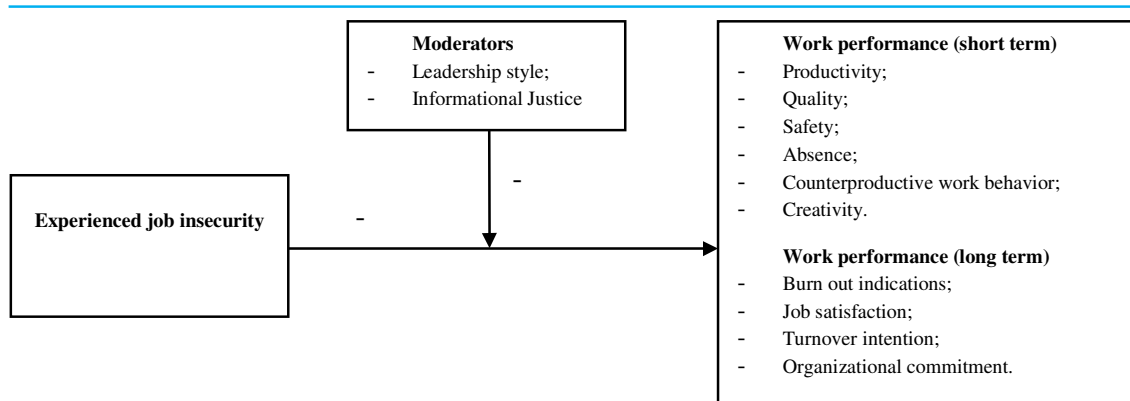


Figure B, Research model 2, Leadership style and informational justice as moderators on the relationship between job insecurity and work performance

Based on the employee questionnaires, informational justice did not show a moderating effect on any of the relationships. A transformational leadership style showed a moderating effect on the relationship between job insecurity and the quality of the work of employees such that when a high level of transformational leadership is experienced the quality of work of employees remains at the same level at the different levels of experienced job insecurity. For low and medium levels of experienced transformational leadership decreases the quality of work of employees when of job insecurity increases.

Transformational leadership also showed a moderating effect on how safe employees work. However, this turned out to be a negative moderating effect. When employees experience a low level of job insecurity and a high level of transformational leadership they work the safest. But at a high level of job insecurity employees work equally safe for the different levels of experienced transformational leadership, the level of how safe employees work when they experience a high level of transformational leadership style is dropped to the same level as when they experience a low or medium level of transformational leadership.

On the other relationships transformational leadership did not show a moderating effect.

Because transformational leadership style and informational justice do not moderate the negative relationships between job insecurity and employees' work performance, and with only transformational leadership moderating the relationships between job insecurity and two

aspects of work performance, it becomes even more interesting how a company can prevent employees from experiencing job insecurity.

Employees who experience a higher level of transformational leadership style do not experience less job insecurity, transformational leadership style is not effective in preventing employees for job insecurity. However, informational justice turned out to be effective in preventing employees for job insecurity. When employees are informed about the future existence of their job and the future existence of the company they experience less job insecurity, what in return results in higher work performance.

This study gave a negative answer to the fourth research question. Job insecurity does not mediate the positive relationships between transformational leadership or informational justice and work performance, or the positive relationships with the aspects of work performance.

Although there was insufficient data from supervisor ratings available for analyses to be statistical reliable, the outcomes of the analyses of the supervisor ratings are very surprising and ask for future research. For the aspects productivity, quality and safety, supervisors gave different ratings to employees than the employees gave themselves. This shows that the perception of an employee about his own performance is not the same as how a supervisor perceives the performance of the employee. And because most research so far is based on self completion questionnaires, the outcomes from these studies are questionable. So it is very interesting for studies in the future to collect data in a manner that provides more objectiveness than self completion questionnaires, and to see what effects job insecurity has when more objective data are studied.

This study showed that job insecurity has negative relationships with all aspects of work performance and that informational justice can prevent employees for experiencing job insecurity. It is also interesting to see that employees who experience a transformational leadership style and informational justice reported higher scores on work performance and on the different aspects of work performance. So employees at least think they perform better on the short term work performance aspects when they experience transformational leadership style and informational justice, and are more attached to the company, more satisfied with their job, show less burnout symptoms and have less turnover intention. So regardless if job insecurity is experienced or not, when employees experience transformational leadership or informational justice they report better on work performance. This should stimulate companies, and I strongly recommend so, to invest in courses for supervisors that teach them how to communicate with employees in such a way that employees experience informational justice. Based on the results of this study one can already conclude that supervisors, in times of job insecurity, at least should keep employees informed about the future existence of their jobs and about the future existence of the company.

And although it hard is to change the leadership style of a person, or to learn a new leadership style, especially on short notice, it is possible for a leader to adapt certain behaviors and strategies that are closely related to a transformational leadership style, and I would recommend companies to train leaders in those behaviors and strategies, so employees experience a transformational leadership style.

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1. Introduction

At the time of writing this thesis, many companies are still suffering from the worldwide economic depression that started in 2008. Although it seems that the economy is recovering slowly, many companies are still facing layoffs and bankruptcies which result in unemployment. To give some insight, the number of unemployed in the Dutch labor force grew in March 2010 with about 99.000, compared to March 2009 (Centraal Bureau voor Statistiek, 01-06-2010).

With this increasing number of unemployed, forced layoffs, and bankruptcies, it is very likely that employees feel insecure about the future existence of their job. Especially in branches that suffer the most from the economic depression. In other words, they experience job insecurity. Based on previous studies on job insecurity from Sverke, Hellgren & Näswall (2002), de Witte (2005) and van Vuuren (1990), job insecurity for this study is defined as:

Job insecurity is the individual's concern of involuntary losing the current job

Shapiro and Stiglitz (1984) found that employees value their current job higher in times of economic depression. This is partly explained by the fact that, in times of economic depression, chances of obtaining a comparable job on short notice are decreased. This in turn increases employees' will to keep their current job. But while employees value their current job higher during economic depressions, the chances of layoffs increase. This creates a gap in the job security employees would like to perceive and the job security they actually perceive. As a result of this imbalance an employee may react to restore the balance, or at least decrease the imbalance, between perceived and desired job security.

This imbalance is likely to have a negative outcome for the employee. Experiencing more job insecurity than desired, the employee may react to this imbalance in a negative way by showing less motivation, less involvement, increased absenteeism, or by lowering performance (De Witte, 2005).

For a company that is already facing difficult times, negative reactions of employees could make the difference between surviving the economic depression and a bankruptcy or forced layoffs. This follows from the decreased competitive position that a company has to other companies, when their employees lower their productivity, or increase their absenteeism.

If job insecurity indeed has these negative consequences, it seems obvious that it is important for a company to reduce the experienced job insecurity and, when job insecurity is experienced after all, to minimize the negative reactions of employees.

In preparation for this research a deep analysis has been conducted of existing literature on job insecurity and reactions of, or consequences for, employees experiencing job insecurity. This analysis showed that in general six job-related and two health-related consequences are distinguished. The job-related consequences are job satisfaction, organizational commitment, turnover intention, work performance, organizational trust and job involvement. The health related consequences are psychological health and physical health.

The analysis of the literature furthermore revealed that in order to maintain the current competitive position of a company, and to prevent forced layoffs or bankruptcy, it is in the short term most interesting to minimize the negative effects of job insecurity on work performance, because the consequences for the work performance seem to have the strongest and direct influence on the competitive position of the company.

It seems logical that a company first of all should try to proactively minimize the experienced job insecurity among employees, addressing the source of the problem, before concentrating on reactively minimizing the negative reactions of employees to this perceived job insecurity. So the minimization of experienced job insecurity should be part of this study as well. However, the focus of this study will be on the relationship between job insecurity and work performance. In the following section the existing literature on this topic will be discussed. It appeared that so far the exact relationship between job insecurity and employees' work performance is unknown. Therefore the main research question is:

What is the relationship between job insecurity and employees' work performance and how can companies influence this relationship to minimize the negative consequences?

This main research question consists of two parts. There is only a limited amount of research available on the the first part of the question that addresses the effects of job insecurity on employees' work performance. The studies that have been done show conflicting results, e.g. Cheng and Chan (2008) found a negative relationship between job insecurity and work performance, whereas Probst et al. (2007) found a positive relationship between job insecurity and employees' productivity and a negative relationship between job insecurity and counterproductive work behavior.

Since work performance is a multidimensional construct, these conflicting results could be explained by the different interpretations of work performance. So for this study, first of all employees' work performance was further specified based on the studies of Hill, Ferris and Mårtinson (2003), Hackman and Oldham (1976), Oldham and Cummings (1996), Sverke et al. (2002), and Sacket (2002). The following factors have been identified for work performance:

- Productivity, the amount of items produced by employees;
- Absence, how often employees are absent;
- Quality, the quality of the work of employees;
- Safety, how safe employees work;
- Counterproductive work behavior, how much time employees spend on non-productive activities;
- Creativity, how creative an employee deals with problems during work.

These factors together have a direct influence on the competitive position of the company in the short term. From the studies mentioned above it appeared that some other factors are likely to influence employees' work performance in the long term, and therefore influence the competitive position of the company in a longer term. These factors are burnout indications, turnover intention, job satisfaction and organizational commitment. Together with the factors that are expected to influence employees' work performance, these ten factors constitute employees' overall work performance and resulted in the first research question:

What is the relationship between job insecurity and the factors of employees' overall work performance, as defined for this study?

The second part of the main research question is about how companies can influence the effects of job insecurity on work performance. Therefore moderators should be identified and studied which have influence on the relationship between job insecurity and employees' work performance and which can be influenced by the company. This results in the second research question:

What moderators, which can be influenced by companies, influence the relationship between job insecurity and employees' work performance?

The third research question for this study addresses the possibilities a company has to prevent employees for experiencing job insecurity. As mentioned before, job insecurity is expected to decrease the competitive position of a company and therefore is of great interest for a company. This results in the third research question:

How can companies prevent employees for experiencing job insecurity?

During the literature review another possible relationship was found, with job insecurity as a partial mediator of expected positive relationships between work performance and independent variables. In other words, job insecurity is expected to weaken these positive relationships. This resulted in the final research question below:

Is job insecurity a partial mediator of positive relationships between employees' work performance and other independent variables?

The following sections of this report will first present the used moderators and the models and hypotheses that were derived subsequently. Then the measurement tool and method of the study will be discussed and the hypotheses will be tested. After the analysis the results will be discussed and the report will finish with the theoretical and practical implications and directions for future research.

2. Theoretical overview of the relationship between job insecurity and employees' work performance

The main question that this research tried to answer is about the relationship between job insecurity and work performance. Relations between job insecurity and work performance were subject to previous studies, but all studies are based on self-completion questionnaires or laboratory experiments and the results among studies are conflicting. Where some studies found a positive relationship between job insecurity and work performance (e.g. Probst and Brubaker, 2001), other studies found a negative relationship (e.g. Størseth, 2006). Probst (2002) found another interesting result. He stated that within the domain of work performance productivity, quality and safety are probably conflicting demands. Employees tend to focus on the aspect they think is the most important decision variable in possible dismissal and neglect the other. So when an employee scores well on one of these three criteria, the employee is very likely to score worse on the other two criteria. This may explain the conflicting results from previous studies on the relationship between job insecurity and employees' work performance, since various studies used different definitions for work performance. To preserve for conflicting results in this study, employees' work performance was already specified into more detail in the previous chapter.

But due to these conflicting results in earlier studies there are currently no dominating models on the relationship between job insecurity and work performance. So as a starting point for this study, I took the basic model of Størseth (2006) on job insecurity. First all consequences of job insecurity, except work performance, were excluded from the model. Then work performance was specified in the model with the aspects as defined before, both on the short term and on the long term.

After the specifications of work performance were included into the model, the mediators and moderators that will be used for this study were added to the model. The mediators and moderators that have been used in studies on the relationship between job insecurity and employees' work performance so far are mostly demographic, like age, gender, and level of education (e.g. Anderson and Pontusson, 2007). But demographic variables are of less interest, since they cannot be changed by a company. And if one attempts to minimize the experienced job insecurity and the possible negative relationship between job insecurity and work performance one should look at variables that in fact can be influenced by a company and its managers.

A variable that showed to be of interest is informational justice. Previous studies showed that among the best predictors of job insecurity are signals of threats, like rumors of reorganization or layoffs. These signals of threats tend to increase when there is no, or false, information provided by the company (Ashford, Lee and Bobko, 1989). So a company can influence the experienced job insecurity among employees, and probably decrease the negative consequences, when employees feel they receive honest information on the right time and thereby experience informational justice.

Another variable of interest was found by the study of Størseth (2006). His study showed that the style of leadership may influence the experienced job insecurity, and probably moderate the relationship between perceived job insecurity and employees' work performance.

In this study leadership style and informational justice will be tested in four ways. The first is their direct influence on work performance. Together with job insecurity, leadership style and informational justice are expected to have a clear relationship to the different aspects of work performance.

Besides the direct relationships that are expected to exist between work performance and job insecurity, leadership style and informational justice, it was also expected that informational justice and leadership style could moderate the relationship between job insecurity and work performance. The third possibility that will be tested is if transformational leadership style and informational justice have a direct negative relationship with job insecurity. The last possibility that will be tested is if job insecurity partially mediates the expected positive relationship between transformational leadership style and employees' work performance, and informational justice and employees' work performance.

Before showing these relationships in models, leadership style and informational justice will be discussed in detail so the direction of the relationships can be added to the models. In the next sections I will discuss leadership style, which is supposed to minimize the experienced job insecurity, the consequences of job insecurity and the way information should be provided to employees.

2.1. Leadership style

In the literature different leadership styles are distinguished, all with their own characteristics, strengths and weaknesses. For this study it is most interesting what leadership style is supposed to minimize the experienced job insecurity, and what style is supposed to optimize employees' performance in case job insecurity is experienced. A common idea among researchers (e.g. Størseth, 2006) is that people oriented leadership styles, which focus on improving employee' skills and motivation, reduce the perceived job insecurity and are likely to reduce the negative consequences of job insecurity. This decrease in perceived job insecurity and its negative consequences is caused by two main features of people oriented leadership styles. The first feature, involving employees in the decisions making process, may decrease the earlier mentioned conflict between productivity, safety and quality that causes an overall decrease of work performance. Recall that this conflict may occur due to the tendency of employees to overcompensate on the aspect of work performance they think is leading to possible layoffs, and therefore put less effort in the other aspects. By involving employees in the decision making process they know where the focus lies, which makes them less likely to disregard the other aspects of performance. Furthermore, by involving employees in decision making they stay more committed to the organization and therefore are less likely to call in sick or to be absent for other reasons.

Employees who experience a people oriented leadership style have the feeling that their leader will act in their best interest (Keller, 2006). A people oriented leader builds long lasting personal relationships with employees. Therefore employees will be more committed to the company, especially to their manager, and will less often call in sick or be absent, and have less turnover intentions.

The five best known and most common leadership styles were analyzed in the literature review, in order to identify which are people oriented leadership styles. These are listed below:

- Transactional leadership style;
- Transformational leadership style (charismatic leadership);
- Laissez Faire leadership style (Free Reinder);
- Authoritarian leadership style;
- Democratic leadership style (Participative leadership);

Both a transformational leadership style and a democratic leadership style proved to be people oriented leadership styles. After further analysis of these two styles, transformational leadership style appeared to be the one that is expected to best minimize the experienced job insecurity and, if job insecurity is experienced, to best optimize employees' work performance. Below is a short description of transformational leadership that will support the conviction that transformational leadership is very effective in preventing for job insecurity among employees, and in optimizing employees' work performance when job insecurity is experienced.

Transformational leadership can be seen as a combination of charismatic leadership and intellectual stimulation (Keller, 2006). Individual consideration is according to Bass and Avolio (1990) also an important component of transformational leadership.

A transformational leader identifies common values, is committed to the team, inspires others with vision and creates and empowers opportunities. In return, the leader is trusted by subordinates and the subordinates will seek for identification with the leader. The leader will focus on the bigger picture and uses the chain of command to get jobs done. For example, Herold, Fedor, Caldwell & Liu (2008) state that transformational leadership is especially effective during change, since subordinates tend to follow the leader with whom they have a long term and trusting relationship. Transformational leadership is seen as a true people oriented leadership style.

2.2. Informational justice

In the beginning of this chapter it was mentioned that signals of threats, like rumors of reorganization or layoffs, are the best predictors of job insecurity and tend to increase when employees do not experience informational justice. Informational justice refers to the quality of interpersonal treatment between employee and management (Bies, 1987). According to the social accounts theory the amount and honesty of information applied by the company and management strongly influences employees' perception of informational justice. When employees do not experience informational justice they will base their opinion on rumors. Since rumors are often mainly based on fears rather than reality, this will increase job insecurity (Kinnunen, Mauno, Nätti and Happonen, 1999).

Not only will those rumors result in an increase of experienced job insecurity, lack of information will probably also strengthen the tendency of employees to focus on the aspect of work performance they think is leading in possible layoffs. Employees may overcompensate on this one aspect of work performance and thereby put less effort in the other aspects. Therefore the conflict between productivity, quality, and safety will increase and the overall result for work performance will again be negative (Probst, 2002). Furthermore, a lack of communication, or false information (so called cheap talk), is likely to result in more absenteeism as well. Employees who experience informational justice will stay committed to the company. A feeling of informational justice can even enhance acceptance of negative outcomes and prevent for a decrease in employees commitment to the company and management (Greenberg, 1993). When the company or management does not communicate adequate with their employees the opposite may occur; employees may feel that they are not treated fair, or even let down by the company and management, and they do not experience informational justice. This may result in less commitment to the company and management and therefore an employee may call in sick more often, or his turnover intention may increase.

With the importance of informational justice clarified above, this concept should be specified into detail for this study. To start with, informational justice is about the information that is provided by the company or management to employees and is related to the cause, or causes, that might result in job insecurity among employees. For example, a possible cause for employees to experience increased job insecurity is a reduction in orders. In this case the company should give information about the remaining orders, the expectations about future orders and how long the company can face the current situation without layoffs. So they should provide openness on the current and future situation of the company. Furthermore, this information should be sufficient, honest and on time, but this is subjective for every employee. What for one employee is informational justice (sufficient, honest, and on time information) does not have to be informational justice for another. Therefore it is not possible to exactly describe what informational justice is in general, but it is possible to measure if employees have experienced informational justice.

2.3. *Expected relationships*

Based on the discussions above on transformational leadership style and informational justice, the expected relationships can be added to the models that are shown below. Recall from the introduction that job insecurity, although it might increase some individual aspects of work performance, is expected to decrease employees' work performance in general.

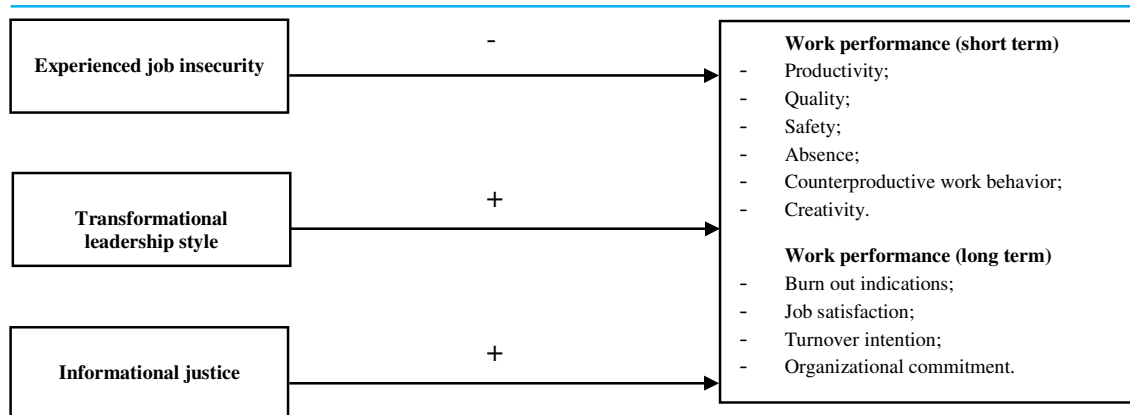


Figure 2.1, Research model 1, Direct relationship between work performance and job insecurity, leadership style and informational justice

If job insecurity is experienced, a transformational leadership style is expected to decrease the negative relationship between job insecurity and work performance. The same holds for informational justice. For convenience, the negative influence of transformational leadership style and informational justice on the negative relationship between job insecurity and work performance results in a less negative relation between job insecurity and employee' work performance.

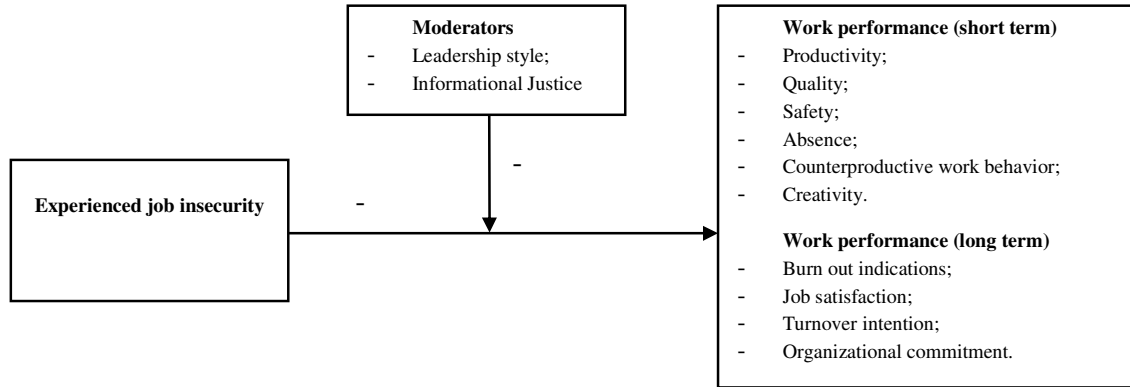


Figure 2.2, Research model 2, Leadership style and informational justice as moderators on the relationship between job insecurity and work performance

The last possibility to investigate in this study is if the positive relationships between employee’ work performance and leadership style and employee’ work performance and informational justice are (partial) mediated by job insecurity, such that these positive relationships decrease due to job insecurity.

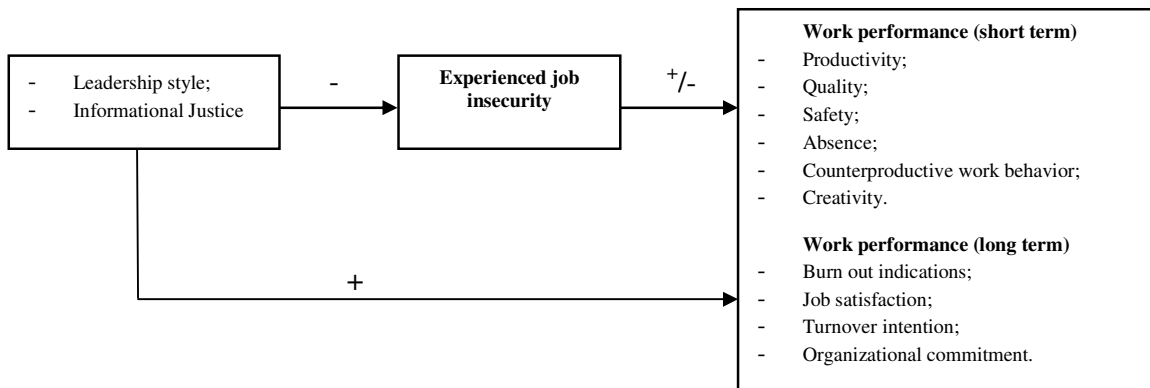


Figure 2.3, Research model 3, Job insecurity as mediator on the positive effect of transformational leadership style and informational justice on employee’ work performance

2.4. Hypotheses

In this section the hypotheses belonging to the expected relation between job insecurity and work performance, and the expected influences of the moderators mentioned before, will be presented.

The first three hypotheses of this study are derived from research model one and address the expected relations between job insecurity, leadership style and informational justice, and employees' overall work performance. The hypotheses are stated below:

- H1:** *Job insecurity has a negative relation with employees' overall work performance.*
- H2:** *Transformational leadership style has a positive relation with employees' overall work performance.*
- H3:** *Informational justice has a positive relation with employees' overall work performance.*

The next two hypotheses consider the possibilities to decrease the experienced job insecurity. Since job insecurity is supposed to decrease employees' performance, it is of great interest and importance for companies to preserve for job insecurity among employees.

The first of two hypotheses on how to preserve for job insecurity consider the leadership style. Managers who deploy a transformational leadership style are supposed to build long lasting personal relationships with employees, resulting in a trust based relationship between manager and subordinate. Due to this trust based relationship subordinates have the feeling that the manager will act in their best interest (Keller, 2006). This is expected to decrease the experienced job insecurity, since employees trust their manager to do everything within their power to protect the subordinate from lay-off.

- H4:** *A transformational leadership style is negatively related to the experienced job insecurity.*

The second hypothesis is on informational justice. When employees do not get information from their managers about the expected future existence of their job, they may base their opinion on rumors. Rumors are often mainly based on fears rather than reality, and therefore increase insecurity (Kinnunen, Mauno, Nätti & Happonen, 1999). Thus it is important for the company and its management to make sure that employees experience informational justice by providing the right information at the right time. In this way the company can protect employees for rumors and thereby decrease the experienced job insecurity.

- H5:** *Informational justice is negatively related to experienced job insecurity.*

2.4.1. Hypotheses about moderation effects

Besides the negative relationship between transformational leadership style and job insecurity, transformational leadership style is also expected to decrease the negative relationship between job insecurity and work performance. In other words, it moderates the effect.

Managers that have a transformational leadership style are more likely to involve their employees in the decision making process than managers with other styles of leadership. By involving employees in decisions making processes, they are better aware of the importance

of productivity, quality, and safety, all being aspects of work performance. This awareness probably decreases the tendency of overcompensating on the one aspect of work performance they think is leading in possible layoffs. The literature review indicated that the aspects productivity, quality and safety are conflicting demands (Probst, 2002), and that overcompensating on one aspect of work performance, and thereby lacking the other aspects, results in an overall decrease of work performance.

Furthermore it is expected that lack of informational justice will strengthen the tendency of employees to focus on the aspect of work performance they think is connected with possible layoffs. For example, if an employee does not receive the right information at the right time, the employee may think productivity is the most important factor in possible layoffs. As a result the employee might try to produce as many items as possible, thereby decreasing the quality of his work or overruling safety protocols. While in reality these factors can be of equal or higher importance in possible layoffs.

H6: *Both transformational leadership and informational justice moderate the negative relationship between job insecurity and employees' productivity in such a way that the negative relationship is weaker when employees experience a higher level of transformational leadership or informational justice.*

H7: *Both transformational leadership and informational justice moderate the negative relationship between job insecurity and the quality of the work of employees in such a way that the negative relationship is weaker when employees experience a higher level of transformational leadership or informational justice.*

H8: *Both transformational leadership and informational justice moderate the negative relationship between job insecurity and how safe employees work in such a way that the negative relationship is weaker when employees experience a higher level of transformational leadership or informational justice.*

Besides the involvement of employees in decision making, trust based relationships between employee and manager and employees' freedom in getting their work done are other characteristics of a transformational leadership style. All these characteristics are expected to decrease the negative relationship between job insecurity and employees work performance.

A lack of communication or false information (so called cheap talk), is likely to result in less commitment and trust as well. If employees have the feeling that they are treated fair by the company and management, they will stay committed to the company and therefore work hard and be absent less often (Bies, 1987). When the company or management does not communicate adequately with their employees, the opposite may occur. Employees may get the feeling that they are not treated fair, or even let down by the company and management: They do not experience informational justice. This may result in, among others, less commitment to the company and management, lower job satisfaction and burn out symptoms.

H9: *Both transformational leadership and informational justice moderate the positive relationship between job insecurity and the absence of employees in such a way that the positive relationship is weaker when employees experience a higher level of transformational leadership or informational justice.*

H10: *Both transformational leadership and informational justice moderate the positive relationship between job insecurity and counterproductive work behavior in such a way that the positive relationship is weaker when employees experience a higher level of transformational leadership or informational justice.*

- H11:** *Both transformational leadership and informational justice moderate the negative relationship between job insecurity and employees creativity in such a way that the negative relationship is weaker when employees experience a higher level of transformational leadership or informational justice.*
- H12:** *Both transformational leadership and informational justice moderate the positive relationship between job insecurity and burn out indications in such a way that the positive relationship is weaker when employees experience a higher level of transformational leadership or informational justice.*
- H13:** *Both transformational leadership and informational justice moderate the positive relationship between job insecurity and employees turn over intentions in such a way that the positive relationship is weaker when employees experience a higher level of transformational leadership or informational justice.*
- H14:** *Both transformational leadership and informational justice moderate the negative relationship between job insecurity and employees job satisfaction in such a way that the negative relationship is weaker when employees experience a higher level of transformational leadership or informational justice.*
- H15:** *Both transformational leadership and informational justice moderate the negative relationship between job insecurity and organizational commitment in such a way that the negative relationship is weaker when employees experience a higher level of transformational leadership or informational justice.*

2.4.2. Hypotheses about mediation effects

As stated before, a transformational leadership style is expected to decrease job insecurity (e.g. Støseth, 2006) and to increase (some aspects of) employees' work performance (e.g. Keller, 2006). The same holds for informational justice. Based on for example the findings of Kinnunen et al. (1999), informational justice is expected to decrease job insecurity, and Greenberg (1993) showed that informational justice has a positive relationship with at least some factors of employees' work performance.

This leads to the possibility that job insecurity acts like a mediator on the positive relationships between a transformational leadership style and the different aspects of employees' work performance, and the positive relationships between informational justice and the different aspects of employees' work performance. Hypotheses 16 till 25 are formulated based on the possible mediation effect of job insecurity.

- H16:** *Job insecurity partially mediates the positive relationship between both transformational leadership style and productivity, and informational justice and productivity, in such a way that the positive relationships are weaker when employees experience a higher level of job insecurity.*
- H17:** *Job insecurity partially mediates the positive relationship between both transformational leadership style and quality, and informational justice and quality, in such a way that the positive relationships are weaker when employees experience a higher level of job insecurity.*
- H18:** *Job insecurity partially mediates the positive relationship between both transformational leadership style and safety, and informational justice and safety, in such a way that the positive relationships are weaker when employees experience a higher level of job insecurity.*

- H19:** *Job insecurity partially mediates the negative relationship between both transformational leadership style and absence, and informational justice and absence, in such a way that the negative relationships are weaker when employees experience a higher level of job insecurity.*
- H20:** *Job insecurity partially mediates the negative relationship between both transformational leadership style and counterproductive work behavior, and informational justice and counterproductive work behavior, in such a way that the negative relationships are weaker when employees experience a higher level of job insecurity.*
- H21:** *Job insecurity partially mediates the positive relationship between both transformational leadership style and creativity, and informational justice and creativity, in such a way that the positive relationships are weaker when employees experience a higher level of job insecurity.*
- H22:** *Job insecurity partially mediates the negative relationship between both transformational leadership style and burn out symptoms, and informational justice and burn out symptoms, in such a way that the negative relationships are weaker when employees experience a higher level of job insecurity.*
- H23:** *Job insecurity partially mediates the positive relationship between both transformational leadership style and job satisfaction, and informational justice and job satisfaction, in such a way that the positive relationships are weaker when employees experience a higher level of job insecurity.*
- H24:** *Job insecurity partially mediates the negative relationship between both transformational leadership style and turnover intention, and informational justice and burn turnover intention, in such a way that the negative relationships are weaker when employees experience a higher level of job insecurity.*
- H25:** *Job insecurity partially mediates the positive relationship between both transformational leadership style and organizational commitment, and informational justice and organizational commitment, in such a way that the positive relationships are weaker when employees experience a higher level of job insecurity.*

3. Methods

Chapter two described the steps that were taken to build the research model and derived the hypotheses from this research model for this study. In this chapter the methods that are used for data collection, the measurement tools and the basic statistics are described.

3.1. *Measurement*

Besides the scarcity of research on the relationship between job insecurity and work performance, and particularly on moderators that can actually be influenced, also the method of the existing studies offered opportunities for this study. The few studies so far that measured the relationship between job insecurity and employees' work performance, or at least some of the factors of employees' work performance as specified for this study, made use of self-completion questionnaires, laboratory experiments or meta-analysis of other studies that are based on self-completion questionnaires or laboratory experiments. Self-completion questionnaires are in general subjective and very sensitive to biases, especially if an employee has to rate his own performance within a company. The same holds for laboratory experiments, which are sensitive to set up biases and can never exactly represent a real life situation with job insecurity and work performances.

So the initial idea for this study was to measure the short term work performance aspects productivity, absence, quality, and safety by objective, real life company data. However, during the search for companies that could provide these data it became clear that this kind of detailed insight into production data was not feasible.

Therefore the second most objective way to collect data about employees' work performance was chosen: Supervisor ratings.

But supervisor ratings too formed an obstacle during the acquisition of companies for the study. To enable a connection between the supervisors rating and the employee questionnaire, it was impossible to maintain anonymity. This was a big issue to companies, although there were guarantees that all information would be treated as confidential and nobody would get insight into the questionnaires. After an extensive search for cooperating companies only 3 companies agreed on co-operating in the study. Later on the response of these companies will be discussed in detail, but at that moment the choice was made to accept the offer from a large company that would co-operate if only questionnaires were taken from employees, without supervisor ratings. In this manner it was possible to use anonymous questionnaires.

Although this made the study look more like previous studies, the study is still unique since it took so many different aspects of work performance into account instead of looking at work performance as one aspect, by having part of the short term work performance aspects based on supervisor ratings, and by looking at two aspects that could moderate or mediate the effects of job insecurity on employees' work performance and that can be influenced by a company.

3.2. *Data collection*

This study focuses on the relationship between job insecurity and employee' work performance. Although work performance could be measured for almost any kind of job, this study looked at employees who are involved in the physical production of products, so called blue collar workers, and their supervisors. This follows from the fact that work performance,

as specified for this study, is specifically measurable for blue collar workers and from my personal interest in production environments. There were no further restrictions to the type of production or branch that the company operates in. The only restriction was that the company had to be located in the south of the Netherlands, in or around the industrial area of Eindhoven.

Establishing the first contact, not the employees themselves but the production manager of a company was approached. In some cases the production manager referred to the human resource manager, in which case the human resource manager was approached. The choice of approaching production managers instead of individual employees was two folded. The first reason is the bilateral way of data collection. As described before the initial purpose was to use questionnaires and true life production data. To get insight into true life production data, permission of the production manager was needed anyhow, so the best possibility seemed to be to contact him/her first.

When it became clear that it was not possible to get insight into true life production data, the second option was to use supervisor ratings. Therefore again permission and cooperation from the production manager was needed, which made single employee approach not suitable.

The second reason to first contact production managers instead of individual employees was that when a production manager agreed to cooperate in the study, a larger amount of employees would be reached at once.

The companies first were contacted by phone, and when the production manager was reached the study was shortly explained. If the production manager, or in some cases the human resource manager, found the study interesting and was possibly interested in participating, a letter was sent by e-mail with further explanation (see appendix 1 for an example). If one week after the e-mail no reaction was received, a follow up telephone call was committed, and when there was still interest to cooperate in the study an appointment was made to clarify the study in person.

As already mentioned, many different companies were contacted by phone. From those companies 27 were interested in receiving the e-mail with additional information and one company already made an appointment for personal clarification during the first telephone contact.

Five of the 27 companies that received the e-mail with additional information were interested in an appointment, with the one company that already made an appointment during the first contact this added up to 6 companies. Out of these 6 companies 2 dropped out, and one only wanted to participate in the study if management would get insight into the questionnaires of their employees, with the names of the employees still on the questionnaires. It may be obvious that this company was dropped too, in order to prevent for biases in the dataset.

Participation for the employees to the study was voluntarily and the response rate from the cooperating companies varied between 8 and 86 percent. This corresponded to a total of 62 usable employee questionnaires from which 54 questionnaires could be matched to a supervisor rating. Some employees did not fill in their name on the questionnaire so could not be matched to a supervisor rating.

Since this was still below the needed sample size of 130 for this study, see the next paragraph, and the chance of finding more companies that would co-operate in the study was low and would take too much time, it was decided to accept the offer from a large company. As described before, this company only wanted to cooperate if the questionnaire was

anonymous. Only employees therefore were required to fill out questionnaires, since without name these could not be matched to a supervisor questionnaire anyhow.

In this last company a total of 130 questionnaires were handed out during several work meetings. Participation to the study was voluntary for employees; however, they did get time during the work meetings to fill out the questionnaire. From the questionnaires that were handed out 96 returned. From these 96 questionnaires that returned, 87 turned out to be useful, representing a response rate of 67 percent.

With these 96 additional questionnaires a total of 149 usable questionnaires were collected, enough for the study to be reliable. All these 149 questionnaires contained a filled out self-completion questionnaire about the work performance of the employee. 54 of the questionnaires also matched to a supervisor rating.

As planned all questionnaires were completed by blue collar workers, working in or around the industrial area of Eindhoven (Eindhoven, Geldrop, Uden and Veghel). 87 of the completed questionnaires came from employees working in the automotive industry, 58 from employees working in the metal industry (heat exchangers and metal furniture), and four questionnaires from employees that produced plastic components.

From the completed questionnaires 14.9% was filled out by female employees and the rest was completed by male employees. All supervisors that rated subordinates were male and the average tenure of the employees was 9.13 years, ranging from one month to 25 years.

3.3. Sample size

In order to set the sample size that was needed for this study, first the statistical power of the analyses had to be determined. Cohan (1988) suggests that studies should be designed to achieve alpha levels of at least .05 with power levels of 80 percent. Where alpha is the probability of rejecting the null hypothesis when actual true and power is the probability that statistical significance will be indicated if it is present (Hair et. al., 2006).

Together with the expected effect size the needed sample size can be determined. With alpha = .05 and a desired power level of 80 percent or higher the expected effect size still had to be determined.

The main existing relationship in this study is the relationship between job insecurity and employee overall work performance. Therefore the needed sample will be calculated based on the expected correlation between those two. Based on previous studies (e.g. Cheng and Chan, 2008 and Probst et al., 2007) the correlation between job insecurity and employees' work performance was expected to range between small (.2) and moderate (.5), and was set on .35.

With an effect size of .35, an alpha of .05 and a desired power of 80 percent the needed sample could be calculated and was found to be 130 (Hair, 2006). So at least 130 questionnaires were needed for this study.

4. Questionnaires

For the study two different questionnaires had to be developed, one for the employees and one for their supervisor, both to be discussed in detail in the upcoming sections. Both questionnaires were developed by using scales and statements from former questionnaires that proved themselves in previous studies, and all but one had a proven Cronbach's alpha of 0.8 or more in previous studies. When the statements were in English they were translated to Dutch.

Note that the measurement tool was developed to measure on an individual basis, so all mentioned measurements were done on individual basis and not on group or department basis. Furthermore, due to time constraints, it was a cross-sectional study. The data of employees were collected at a single moment in time.

4.1. *Employee questionnaire*

Since blue collar workers in general are relatively unfamiliar with questionnaires, the intent was to keep the questionnaire as short as possible. However, due to the many different aspects of work performance that had to be measured the questionnaire contained 97 items after all. Although this seemed long, tests did indicate that on average 10 to 15 minutes were needed to fill out the questionnaire, which was deemed acceptable. Below is discussed how the different aspects were measured in the questionnaire and all items are listed in appendix 2.

Although all but one of the scales used to measure the different aspects had proven themselves with a Cronbach's alpha of over 0.8 in previous studies, a factor analyses (principal component) was performed on all aspects. Following Field (2000) items were list wise removed from the analyses if the factor loading of the item was < 0.3 . After all items with a loading < 0.3 were removed from the factor, Cronbach's alpha was computed. According to Hair et al. (2006) Cronbach's alpha's $>.60$ are generally considered to be acceptable for exploratory studies. This lower bounder $.60$ for the Cronbach's alphas of the different factors was also used for this study.

4.1.1. **Job insecurity**

Several instruments are available in the literature to assess the experienced job insecurity among employees. A well known and proven questionnaire is for example the Job Insecurity Scale from Ashford et. al (1989). But since this questionnaire uses 57 items to assess the experienced job insecurity, this questionnaire is not of use for this study. As mentioned before, it is important to keep the questionnaire short and simple.

Another proven and more often used scale, for example by De Cuyper et. al (2010), is the one developed by De Witte (2000). This scale only uses four items where respondents have to indicate their agreement, from 1 (= strongly disagree) to 5 (= strongly agree). Moreover, this scale was already used for Dutch respondents, so a Dutch version was already in place. An example of a question is: 'I feel insecure about the future of my job.'

Since job insecurity is one of the main subjects of this study, it was desirable to measure it on a wider scale. Therefore the scale from Størseth (2006) was added to the questionnaire as well. This scale consists of five items, of which the first four are rated from 1 (= not correct)

to 5 (= absolutely correct) and the fifth is rated from 1 (= very seldom or never) to 5 (= very often or always) (There are rumors concerning changes at your workspace).

After running the first factor analysis items 7 and 9 had a loading that was <0.3 . List wise was first item 9 removed. A new factor analysis showed that item 7 still had a loading <0.3 , so also item 7 was removed. Thereafter all items had a loading >0.3 so the Cronbach's alpha was computed for the scale. With a Cronbach's alpha of .72 the factor Job Insecurity proved to be reliable, recalling that according to Hair et al. (2006) the Cronbach's alpha of a factor in an exploratory study must be $>.60$ to be reliable.

4.1.2. Leadership style

One of the most widely used instruments to measure leadership style is the Multifactor Leadership Questionnaire 5X (MLQ 5X) from Bass and Avolio (1993). This scale however consists of 80 items to measure the experienced leadership style by subordinates. Again referring to the need to keep the questionnaire short and simple, this basic form of the MLQ is not appropriate for this study. However, since the development of the MLQ 5X, several studies have tried to reduce the number of items without losing, or even increasing, the predictive validity of the MLQ. One of the studies that did so and has succeeded in reducing the number of items and improving the predictive validity is the study of Den Hartog, van Muijen and Koopman (1997). They managed to reduce the MLQ to 18 transformational leadership style based items, which is suitable for this study and therefore will be used. These 18 items measure on a five point Likert scale ranging from 1 (= Not at all) to 5 (= frequently, if not always), how often a manager shows the kind of behavior as represented by the item. An example of a question is: 'My manager projects a powerful, dynamic and magnetic presence'. All factors showed to have a loading >0.3 and Cronbach's alpha for the scale was .94.

4.1.3. Informational justice

The literature provides many instruments to measure the experienced informational justice among employees. Most of them assess the satisfaction of the communication of the organization among employees with many items and dimensions. A well known and proven instrument is the International Communication Association Communication Audit Survey (ICA CAS) (Goldhaber, Yates, Porter, and Lesniak, 1978), which consists of 122 items and 13 dimensions.

In order to assess the perceived informational justice, with the focus on the provided information on the current job insecurity of employees, for the questionnaire the aspects sufficiency, on time and correctness were interesting. These aspects correspond to the dimension Information Quality in the ICA CAS, and this dimension is assessed by only 4 items (e.g. the provided information was accurate (Believable, trustworthy information). The items are rated on a 5-point Likert scale ranging from 1 (= not true at all) to 5 (= very true). Størseth (2006) used in his study one item about the possibility to discuss the provided information, this seemed useful to measure informational justice as well and was therefore included to questionnaire. Before the questions about informational justice had to be answered the following was stated in the questionnaire: 'While answering the following questions, please keep in mind the information that was provided by the management considering the future existence of your job and the future existence of the company.'

However, the item from Størseth's study had a loading lower than .3 and therefore had to be removed from the scale. Thereafter the item 'The provided information was excessive (reverse coded)' was removed due to a loading <0.3 . The remaining 3 items resulted in a Cronbach's alpha of .82.

4.1.4. Productivity

The employee was asked to rate its own productivity by eight different items, which came from the study from Martin, Blum, Beach and Roman (1996) and had to be rated on a 5-point Likert scale from 1 (= very good) to 5 (= very bad). An example of an item is: 'I produced the quantity that was expected from me'. All items showed a loading of over 0.3 and Cronbach's alpha was .81.

4.1.5. Quality

Employees were asked to rate the quality of their produced items over the last four weeks on a 5-point Likert scale, ranging from 1 (= Almost never) to 5 (= Frequently) (e.g. how often are products that you produced rejected due to quality issues).

Although all items had a loading >0.3 , the Cronbach's alpha was only .62 and just sufficient for the scale to be considered as reliable.

4.1.6. Safety

To measure how safe employees worked over the last 4 weeks, four items from Størseth (2006) were used. Employees had to rate themselves on a 5-point Likert scale from 1 (= not true at all) to 5 (= very true), and with all items having a loading of over 0.3 none of them had to be removed. The corresponding Cronbach's alpha was .83. An example of one of the items is: 'I have to break rules in order to get the job done'.

4.1.7. Absence

Absence was measured by only one item in the questionnaire. Employees were asked how often they had been absent due to sickness, a doctor/hospital visit, or other medical aspects during the last three months. Answer possibilities were never, 1-2 times, 3-5 times, 5-10 times, or over 10 times. I will give special attention to this aspect in the discussion of this study.

4.1.8. Creativity

A selection of eight items out of the thirteen items from Zhou and George (2001) was used to measure creativity among employees, for example the item 'I often have a fresh approach to problems'. In order to keep the questionnaire as short as possible, and because some items were not applicable to blue-collar workers, only a selection of all items was used, employees had to rate the items on a 5-point Likert scale from 1(= very seldom or never) to 5 (= very often or always) and all items had a sufficient loading. The Cronbach's alpha was .90.

4.1.9. Counterproductive work behavior

Counterproductive work behavior is time that is spent on non-work related activities during work time. This was measured by twelve relevant items for blue-collar workers from the scale from Robinson and Bennett (1995). Answers had to be on a 5-point Likert scale from 1 (= never) to 5 (= very often) and one of the used items is: 'Have you ever pretended to be busy to avoid a new task'. After list wise deleting item 5 and item 3, which together with all other items can be found in appendix 2, all items had a loading >0.3 and the corresponding Cronbach's alpha was .76.

4.1.10. Burn out indications (exhaustion)

To measure if employees show symptoms of a burn out the 'de Uitputtings-schaal' from the 'Utrechts Burnout Schaal (UBOS) (Schaufeli, 1995) was used. On a 5-point Likert scale from 1 (= very seldom or never) to 5 (= very often or always) employees had to rate how often they experienced such a feeling. None of the items had to be deleted and the 5 items resulted in a Cronbach's alpha of .88 for this factor. An example of one of the used items is: 'Due to my work I feel mentally exhausted.'

4.1.11. Job satisfaction

Job satisfaction was measured by three items from Scarpello and Campbell (1983) and some items from different scales (e.g. I like my job). These items were mainly placed in between items from scales with a negative sense, like counterproductive work behavior. These items had to be rated on a 5-point Likert scale from 1 (= strongly disagree) to 5 (= strongly agree). After removing item 4, which had a loading <0.3, the complying Cronbach's alpha was .86.

4.1.12. Turnover intention

From many scales for measuring turnover intention the scale from Walsh, Ashford and Hill (1995) showed the highest proven alpha (.92). Employees had to rate the two items on a 5-point Likert scale, from 1 (= not true at all) to 5 (= very true). These two items are: 'I intend to leave the company within the next six months', and 'I have started to ask friends and contacts about other job possibilities.'

The corresponding correlation of the two items was 0.550, significant at a level of 0.01.

4.1.13. Organizational commitment

From the study of Allen and Meyer (1990) the seven items measuring 'affective commitment to the organization' were used to measure the organizational commitment among employees, including for example the item 'I would be very happy to spend the rest of my career with this organization'. The items were rated on a 5-point Likert scale from 1 (= not true at all) to 5 (= very true). Item four, 'I think that I could easily become as attached to another organization as I am to this one', had a loading below 0.3 and was therefore removed from the factor. Thereafter the Cronbach's alpha was .83.

4.2. Supervisor Questionnaire

It may be obvious that the long term work performance aspects (Burn out indications, Turnover intention, Job satisfaction, and Organizational commitment) were not in the supervisor questionnaire. A supervisor cannot rate these items for his subordinates.

To measure the five short term work performance aspects the same items were used as in the employee questionnaire. However, some items had to be deleted from the supervisor questionnaire since it was unlikely that a supervisor could answer this item for a subordinate, or because it was unlikely that a supervisor would admit that a subordinate was given such tasks.. Item 4 from the aspect Safety (Employee X must take risks in order to get his/her job done) is an example of an item that was deleted from the supervisors questionnaire, since it is very unlikely that a supervisor would admit this.

This resulted in a questionnaire for the supervisor that contained 34 items, all listed in Appendix 3, Supervisors questionnaire. First tests showed that it took a supervisor

approximately 5 minutes to fill out the questionnaire for the first time, and it decreased to less than 4 minutes per questionnaire if the supervisor completed the questionnaire for 5 employees or more.

In the above section the measurement tool was validated based on the self-completion reports of employees. After deleting the items that had a loading <0.3 , all factors had a Cronbach's alpha $>.60$, so the measurement tool showed to be reliable. For that reason, and to be able to compare results, the same items are used for the analyses of the supervisor questionnaire.

In the table below the Cronbach's alphas for the different scales in the supervisor questionnaire are presented. Note that in the supervisor questionnaire the aspect safety was measured by only one item. The supervisor was asked how often an employee had broken safety rules during the last 4 weeks and could answer this on a 5-point Likert scale, ranging from 1 (= very seldom to never) to 5 (= very often). The other items were not useful for the supervisor questionnaire. Again, absence was measured by only one item, so for these two aspects no Cronbach's alpha is shown in table 4.1.

Factor	Cronbach's Alpha
Productivity	.88
Quality	.82
CPWB	.31
Creativity	.97

Table 4.1: Cronbach's alpha's of supervisor questionnaire

The table shows that the measurement tools for Productivity, Quality and Creativity prove to be reliable in the supervisor questionnaire as well. They all have a Cronbach's alpha $>.60$. However, the items measuring counter productive work behavior have such a low Cronbach's alpha that this measure is not reliable. This aspect is not usable and will be left out in further analyses.

5. Results

The data gained from the questionnaires was used to test the hypotheses and model that were derived in chapter two. In the following sections all analysis will be described and the results are discussed.

5.1. The dataset and basic statistics

In the previous section the Cronbach's alpha's and list wise deleted items per factor are already discussed, but prior to that the dataset was tested for missing values and outliers.

Some of the returned questionnaires were only filled out partly. If a questionnaire missed over 30% of the answers, the complete questionnaire was removed from the data set. This was the case for 15 questionnaires. If a questionnaire missed more than one value on the factor job insecurity it was deleted from the questionnaire as well. Another 3 questionnaires were deleted for this reason. If a questionnaire missed one value for job insecurity (corresponding to 11% of the total items for job insecurity), the mean of the corresponding factor was used to substitute the value. There were only five cases in which this was needed. No outliers turned up when checked for, and the basic statistics from the final data set are shown in table 5.1. Note that there are four new factors in this table, Employee overall short term work performance, employee overall long term work performance, employee overall work performance and supervisor overall work performance. These factors will be explained and discussed in the next sections.

	N of items	N of respondents	Minimum	Maximum	Mean	Std. Deviation	Cronbach's alpha
Job insecurity	7	149	1,00	3,57	2,31	,63	,72
Leadership	18	149	1,00	4,78	3,35	,72	,94
Informational justice	3	148	1,00	5,00	3,42	,79	,82
Employee productivity	8	149	1,25	5,00	3,90	,56	,81
Employee quality	4	149	2,25	5,00	3,94	,67	,62
Employee safety	4	148	1,50	5,00	3,69	,84	,83
Employee absence	1	148	1,00	5,00	1,48	,82	-
Employee creativity	8	148	1,00	4,75	3,09	,68	,90
Employee CPWB	8	149	1,00	3,33	1,67	,54	,76
Burnout symptoms	5	149	1,00	5,00	2,54	,88	,88
Job satisfaction	9	149	1,11	5,00	3,62	,71	,86
Turnover intention	2	149	1,00	5,00	1,85	,94	0,550*
Commitment	6	149	1,00	4,83	3,46	,77	,83
Employee overall short term work performance	30	149	2,47	4,70	3,95	,44	,89
Employee overall long term work performance	22	149	1,58	4,85	3,54	,64	,91
Employee overall work performance	51	149	2,42	4,80	3,74	,46	,93
Supervisor productivity	7	54	2,57	4,71	3,96	,44	,88
Supervisor quality	4	54	3,00	5,00	4,38	,54	,82
Supervisor safety	1	54	3,00	5,00	4,72	,53	-
Supervisor absence	1	53	1,00	3,00	1,64	,52	-
Supervisor creativity	8	53	1,00	5,00	3,07	,90	,97
Supervisor overall work performance	18	54	2,28	4,89	3,64	,56	,94

* = Correlation score at a significance level of 0.01

Table 5.1, Basic statistics

In table 5.2 all correlations between the different factors are shown. In the first row of a factor the correlation is shown, in the second the significance. These outcomes will be discussed in the next sections.

	Mean and Std deviation	Job Insecurity	Leadership Insecurity	Informational Justice	Employee Productivity	Employee Quality	Employee Salary	Employee Absence	Employee Creativity	Employee CPWB	Burn out Indicators	Satisfaction	Turn over Intention	Organizational Commitment	Supervisor Productivity	Supervisor Quality	Supervisor Salary	Supervisor Absence	Supervisor Creativity	Employee overall performance	Employee short term performance	Employee long term performance	Supervisor overall performance
Job Insecurity	2.31		-0.138	-0.281**	-0.321**	-0.303**	-0.231**	0.099	-0.066	0.172*	0.181*	-0.168*	0.515**	-0.122	-0.019	-0.017	0.076	0.046	-0.178	-0.332**	-0.343**	-0.241**	-0.088
Leadership style	3.35	0.984	0.001	0.000	0.000	0.005	0.284	0.427	0.036	0.027	0.041	0.000	0.139	0.139	0.880	0.901	0.598	0.746	0.202	0.000	0.000	0.000	0.528
Informational Justice	3.42	0.000	0.539**	0.000	0.198*	0.162*	0.108	0.184*	-0.256**	-0.376**	0.702*	-0.190*	0.625**	0.000	0.156	0.040	0.601	0.115	-0.139	0.625**	0.322**	0.713**	0.201
Employee Productivity	3.90	0.262*	0.198*	0.001	0.000	0.041	0.136	-0.345**	-0.303**	0.599**	-0.233**	0.300**	-0.079	-0.215	0.177	-0.077	-0.098	0.592**	0.392**	0.411**	0.502**	0.113	0.421
Employee Quality	3.90	0.161	-0.182*	0.000	0.000	0.041	0.170	0.101	0.000	0.000	0.000	0.004	0.000	0.000	0.094	0.029	0.103	-0.094	0.200	0.496**	0.578**	0.272**	0.083
Employee Salary	3.94	0.061	0.027	0.001	0.000	0.041	0.170	0.101	0.000	0.000	0.000	0.000	0.000	0.000	0.500	0.833	0.459	0.501	0.151	0.000	0.000	0.001	0.551
Employee Absence	0.67	0.363**	-0.218**	0.000	0.000	0.000	0.000	0.000	0.000	0.004	0.010	0.000	0.000	0.029	0.128	0.731	0.448	0.210	0.470	0.000	0.000	0.001	0.786
Employee Creativity	3.69	0.111	0.080	-0.436**	-0.241**	0.218*	0.320**	0.123	0.117	-0.038	0.014	0.191	0.307*	0.027	0.283	0.921	0.174	0.191	0.307*	0.478**	0.637**	0.236**	0.202
Employee CPWB	1.48	0.180	0.335	0.000	0.000	0.003	0.008	0.008	0.008	0.341**	-0.112	0.079	0.030	-0.036	0.406*	-0.273*	-0.240**	-0.364**	-0.364**	-0.240**	-0.084	-0.137	0.142
Burn out Indicators	3.09	0.82	0.107	-0.030	0.251**	-0.109	0.354**	0.342*	0.081	0.157	0.001	0.361**	0.430**	0.413**	0.003	0.050	0.003	0.050	0.003	0.003	0.306**	0.253	0.000
Job Satisfaction	1.85	0.72	0.286**	0.720	0.002	0.188	0.560	0.258	0.008	0.000	0.000	0.000	0.000	0.000	0.011	0.213	-0.173	0.086	-0.061	-0.655**	-0.806**	-0.397**	0.059
Turnover Intention	0.94	0.54	0.286**	0.510	0.925	0.000	0.174	0.576	0.833	0.799	0.003	0.050	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.671
Organizational Commitment	3.46	0.77	-0.407**	0.248**	0.000	0.002	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.125	0.074	-0.061	-0.062	0.134	-0.533**	-0.301**	-0.571**	0.216
Supervisor Productivity	3.96	0.44	-0.335**	0.691**	-0.106	-0.143	0.191	-0.137	0.006	0.784**	0.423**	0.668**	0.089	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Supervisor Quality	4.38	0.54	-0.370**	0.891**	-0.089	-0.079	0.077	-0.104	-0.096	-0.551**	-0.490**	-0.474**	-0.047	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Supervisor Absence	1.54	0.53	0.521	0.572	0.579	0.480	0.438	0.000	0.000	0.000	0.000	0.000	0.000	0.000	-0.124	-0.228	-0.190	0.090	0.746**	0.382**	0.899**	-0.044	
Supervisor Creativity	3.07	0.52	0.372	0.697	0.886	0.173	0.523	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	
Employee overall work performance	3.74	0.9	0.019	0.029	0.693	0.000	0.487	0.017	-0.201	0.144	0.000	0.000	0.000	0.000	0.019	0.833	0.693	0.000	0.487	0.017	-0.201	0.144	
Employee short term performance	3.95	0.46	-0.286*	0.084	0.310*	-0.207	-0.110	-0.216	0.517**	0.000	0.000	0.000	0.000	0.000	-0.286*	0.084	0.310*	-0.207	-0.110	-0.216	0.517**	0.000	
Employee long term performance	3.54	0.44	-0.250	0.009	0.203	0.213	0.126	-0.141	0.343	0.000	0.000	0.000	0.000	0.000	-0.250	0.009	0.203	0.213	0.126	-0.141	0.343	0.000	
Supervisor overall work performance	3.54	0.54	0.071	0.950	0.141	0.122	0.385	0.308	0.152	0.277	0.385	0.232	0.862**	0.094	-0.122	-0.380	0.017	-0.084	-0.152	0.277	0.385	0.232	
Supervisor short term performance	3.54	0.54	0.071	0.950	0.141	0.122	0.385	0.308	0.152	0.277	0.385	0.232	0.862**	0.094	-0.122	-0.380	0.017	-0.084	-0.152	0.277	0.385	0.232	
Supervisor long term performance	3.54	0.54	0.071	0.950	0.141	0.122	0.385	0.308	0.152	0.277	0.385	0.232	0.862**	0.094	-0.122	-0.380	0.017	-0.084	-0.152	0.277	0.385	0.232	
Supervisor overall work performance	3.54	0.54	0.071	0.950	0.141	0.122	0.385	0.308	0.152	0.277	0.385	0.232	0.862**	0.094	-0.122	-0.380	0.017	-0.084	-0.152	0.277	0.385	0.232	

Table 5.2: Overall correlation matrix

5.2. Testing the model and hypotheses

The hypotheses of this study can be placed into three different categories. The first are the direct relationships, those between job insecurity and work performance, transformational leadership and work performance and informational justice and work performance, and the expected direct relationships between job insecurity and transformational leadership style, and job insecurity and informational justice.

The second category contains hypotheses about the possible moderating effects of transformational leadership style and informational justice on the relationship between job insecurity and the different aspects of work performance.

The third category of hypotheses captures the possible mediation effect of job insecurity. All three categories are discussed below.

5.2.1. Direct relationships

The first three hypotheses that were formulated during the theoretical review concerned the direct relationships between job insecurity, leadership style and informational justice and employee overall work performance. These relationships are outlined below and belong to research model one.

- H1: Job insecurity has a negative relationship with employees' overall work performance.**
- H2: Transformational leadership style has a positive relationship with employees' overall work performance.**
- H3: Informational justice has a positive relationship with employees' overall work performance.**

To test hypothesis one, two, and three, first all 61 items of the different aspects of work performance were used to see if they together measured one overall aspect, hereafter called 'employee overall work performance'. The first factor analysis showed that not all items loaded sufficient on the factor employee overall work performance, so they were deleted list wise. After deleting the 5th item of counterproductive work behavior, the 4th, 6th, 7th and 8th item of creativity, the item about absence, the first and third item of quality, the third and 4th item of productivity, and the 4th item of commitment (the items are not listed in the same order as they had to be deleted) the remaining 51 items had a loading >0.3.

These remaining 51 items showed to have a Cronbach's alpha of .93, so these 51 items form a reliable questionnaire to test employee overall work performance. According to Hair et al. (2006) a scale for a confirmative study has to have a Cronbach's alpha of 0.8 or higher, so this requirement is met.

In table 5.2 one can see that job insecurity and employee overall work performance are significantly negatively related, with $r = -0.332$, $p < 0.01$, so hypothesis one is supported. This result also confirms what Størseth (2006) and Probst et al. (2007) found: Job insecurity is negatively related to employees' overall work performance.

Table 5.2 also shows that both transformational leadership style ($r = 0.625$, $p < 0.01$) and informational justice ($r = 0.592$, $p < 0.01$) have a positive relationship with job insecurity. So also hypotheses two and three are supported.

This means that research model 1, about the relationships between work performance and job insecurity, work performance and transformational leadership style, and work performance and informational justice holds.

Since some studies found a positive relationship between job insecurity and employees' work performance (e.g. Cheng and Chang, 2008), it was also checked if job insecurity has a positive relationship with employees' overall short term work performance or employees' overall long term work performance.

The factor employees' overall short term work performance consists of all initial items of productivity, quality, safety, absence, creativity and counterproductive work behavior, adding up to a total of 37 items.

Again, first a Factor analyze was performed removing the factors with a loading <0.3 list wise. The first that was removed was the 5th item of counterproductive work behavior, then the third item of productivity, followed by the 8th and 7th item of creativity. Thereafter the 4th item of productivity was removed and the last two items that had to be removed were the 6th and 4th item of creativity. Now all items had a loading >0.3 . The remaining scale employee overall short term work performance consisted of 30 items and had a Cronbach's alpha of .89.

The corresponding $r = -0.343$ on a significance level of 0.01, so there exists a clear negative relationship between job insecurity and employees' overall short term work performance as rated by the employee himself.

This leaves the relationship between job insecurity and employees' long term work performance to be the last overall work performance aspect that had to be tested. First it was tested if the four different factors of long term work performance (burn out indications, turnover intention, job satisfaction and organizational commitment) also could be used as one factor, employees' long term work performance. Therefore all 24 items of the four factors mentioned before were used in the overall factor long term work performance. The items from the factors burn out and turnover intention were seen as reverse coded for this overall aspect.

After list wise removing the items with a loading <0.3 (the 4th item of commitment, and the 4th item of satisfaction), all remaining 22 items had loading >0.3 and the corresponding Cronbach's alpha to the overall factor employee long term work performance was .91

Again a clear negative relationship was found. The relationship between job insecurity and employee long term work performance has a r of -0.241 on a significance level of 0.01.

So also splitting up employees' overall work performance to short term and long term does not support the studies that found a positive relationship between job insecurity and employees work performance.

Now there are only two possibilities left that could support these studies that found a positive relationship. The first possibility is that job insecurity is positively related to one of the single aspects of employees' work performance, but in that case the existing studies should not claim that there is a relationship between job insecurity and an overall work performance, but on certain aspects of employees' work performance. The other possibility is the existence of such strong moderators that the negative relationship between job insecurity and employees' work performance is changed in a positive relationship, without these studies reporting, or being aware of, these strong moderators.

From table 5.2 one can see that there is a significant negative relationship between job insecurity and productivity, quality and safety and a significant positive relationship between job insecurity and counterproductive work behavior, burn out symptoms and turn over intentions. But note here that a positive effect with the aspects counterproductive work behavior, burn out symptoms and turn over intention is negative for a company, since these aspects have a negative effect on the competitive position of a company. With the remaining aspects of work performance (absence, creativity, job satisfaction and organizational commitment) was no significant relationship found. So also the relationships of job insecurity

with the single variables of work performance do not support the studies that found a positive relationship.

Thus the only possibility that is left open for studies to find a positive relationship between job insecurity and employees' work behavior is the existence of such strong moderators that the negative relationship is changed into a positive relationship. But as mentioned above studies so far did not mention such a moderator.

The next two hypotheses were about the expected negative relation between experienced job insecurity and transformational leadership style and the expected negative relation between experienced job insecurity and informational justice.

H4: A transformational leadership style is negatively related to the experienced job insecurity.

H5: Informational justice is negatively related to experienced job insecurity.

The relationships between experienced job insecurity and transformational leadership style and experienced job insecurity and informational justice, as already shown in table 5.2, are respectively $r=0.138$, $p=0.094$ and $r=-0.238$, $p=0.000$.

Where a transformational leadership style was expected to be negatively related to experienced job insecurity it shows not to be true, so hypothesis four was rejected. The non-existence of a relation between job insecurity and leadership style was surprising. Based on former studies this relation seemed plausible; A transformational leader has a good relationship with his subordinate resulting in the subordinate trusting the leader to do whatever is possible to keep the employee employed. The data showed however that this relation does not exist in the current sample.

Hypothesis five was accepted and showed as expected informational justice to have a significant negative relationship with job insecurity. Recall that job insecurity is the concern of involuntary losing the current job, so as well being certain about keeping a job as being certain about losing a job will decrease the experienced job insecurity. Being certain on the (non)existence of your job in the future indicates good managerial communication, so indicates informational justice.

5.2.2. Moderation effects

To test the hypotheses about moderation effects, regression analyses were performed. In these tests overall work performance and the individual aspects of work performance were used as the dependent variables. In the first step the independent variables job insecurity, transformational leadership style and informational justice were added to the model. In the second step, to test if a moderating effect existed, the products job insecurity*transformational leadership style and job insecurity*informational justice were added to the model. To preserve for multicollinearity the mean centre values of job insecurity, transformational leadership style and informational justice were used in the products of them.

The moderator hypothesis is supported if the relation between the dependent variable and job insecurity*transformational leadership style or job insecurity*informational justice is significant. For testing the moderation effects it does not matter if there does or does not exist a significant relation between the single independent variables and the dependent variables. It only matters if the relation between the product of the independent variables and the dependent variable is significant (Baron & Kenny, 1986).

The analyses showed that for most variables transformational leadership style and informational justice did not moderate the relationship between job insecurity and the different aspects of work performance. So these hypotheses did not hold and will therefore not further be discussed here.

Only the variables for which a moderating effect exists will be discussed here, and the only two variables where a moderating effect was found for were quality and safety.

H7: Both transformational leadership and informational justice moderate the negative relationship between job insecurity and the quality of the work of employees in such a way that the negative relationship is weaker when employees experience a higher level of transformational leadership or informational justice.

H8: Both transformational leadership and informational justice moderate the negative relationship between job insecurity and how safe employees work in such a way that the negative relationship is weaker when employees experience a higher level of transformational leadership or informational justice.

In table 5.3 the basic statistics for the moderating effect of transformational leadership on the relationship between job insecurity and the quality of the work of employees are shown (hypothesis 7).

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,266	,342		12,491	,000
	Jl	-,308	,085	-,286	-3,628	,000
	Leadership	,116	,074	,123	1,562	,120
2	(Constant)	4,397	,339		12,972	,000
	Jl	-,341	,084	-,317	-4,044	,000
	Leadership	,105	,073	,112	1,439	,152
	Leadership_Jl	,291	,113	,200	2,577	,011

a. Dependent Variable: EQual

Table 5.3: Basic statistics moderation model job insecurity and the quality of the work of employees

Hypothesis seven states that both transformational leadership style and informational justice moderate the relationship between job insecurity and quality. But it turned out that only transformational leadership style is a significant moderator of the relation between experienced job insecurity and the quality of the work of the employee, informational justice has no significant moderating effect.

In table 5.4 one can see the effect of including the moderating effect of transformational leadership into the basic model. As one can see the significance of the change of the predictive power of the model after including the moderator is 0.011. So the predictive power of the new model is significant stronger than the predictive power of the model without transformational leadership style as a moderator

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,327 ^a	,107	,095	,64221	,107	8,746	2	146	,000
2	,382 ^b	,146	,128	,63015	,039	6,641	1	145	,011

a. Predictors: (Constant), Leadership, Jl

b. Predictors: (Constant), Leadership, Jl, Leadership_Jl

Table 5.4: Stepwise including transformational leadership style as moderator to the relationship between job insecurity and quality

Based on the data above and the coefficient correlations it was possible to plot how the quality of the work of employees behaves with different levels of job insecurity and different levels of experienced transformational leadership style. The plot was made with the Excel-sheet designed by Jamie DeCoster and Anne-Marie Iselin (2005), and is shown below in figure 5.1.

Before discussing the figure below, it should be stated that the difference in quality of the work of employees at a high level of transformational leadership style is not significant for the different levels of job insecurity. For a medium or low level of transformational leadership the differences are significant.

As one can see there is only a small difference in the quality of the work of employees if job insecurity is low (minus one standard deviation). A low level of transformational leadership style even results in a slightly better quality of work than a medium or high level of transformational leadership. But with an increasing level of experienced job insecurity this changes immediately. The quality of the work of the employees remains at a constant level if a high level of transformational leadership style is experienced. But with an increase of the experienced job insecurity, the quality of work decreases when a medium level of transformational leadership style is experienced and decreases even stronger when a low level of transformational leadership is experienced. The breakeven point of the quality of the work of employees at a high level of transformational leadership style and a medium or low level of leadership style lies already below the average level of job insecurity experienced in this study. So if some degree of job insecurity and a low level of transformational leadership style is experienced, the quality of the work of employees drops that much that it turns out to be lower than the quality of the work of an employee who experiences a high level of transformational leadership style.

This supports the part of hypothesis 7 that states that transformational leadership style decreases the negative relationship between job insecurity and the quality of the work of employees.

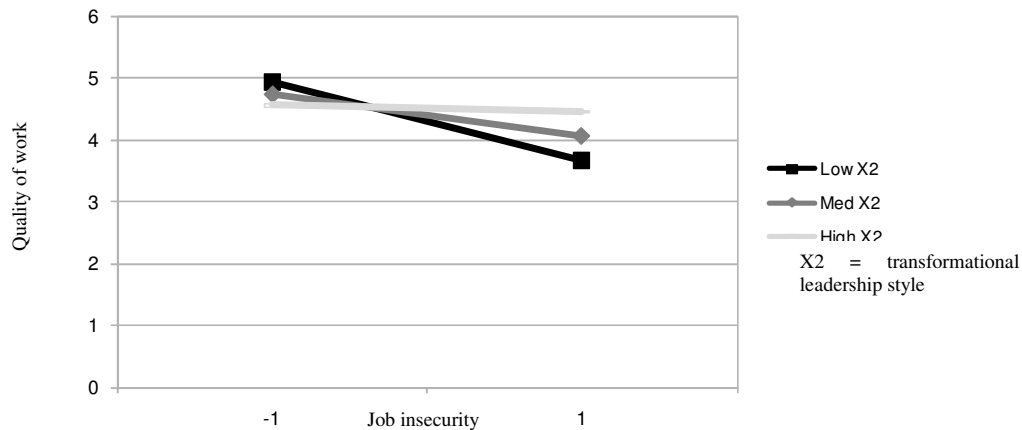


Figure 5.1: Moderating effect of transformational leadership style on the relationship between job insecurity and quality

In table 5.5 are the basic statistics for the moderating effect of transformational leadership on the relationship between job insecurity and how safe employees work shown (hypothesis 8).

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,843	,437		8,799	,000
	JI	-,289	,109	-,214	-2,644	,009
	Leadership	,153	,095	,131	1,616	,108
2	(Constant)	3,703	,436		8,498	,000
	JI	-,255	,109	-,188	-2,338	,021
	Leadership	,166	,094	,141	1,768	,079
	Leadership_JI	-,320	,145	-,176	-2,202	,029

a. Dependent Variable: ESafe

Table 5.5: Basic statistics moderation model job insecurity and how safe employees work

In table 5.6 one can see that the significance of the change (0.029) after including the moderator is significant. So the predictive power of the new model is significant stronger than the predictive power of the model without transformational leadership style as a moderator.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,265 ^a	,070	,057	,81976	,070	5,459	2	145	,005
2	,317 ^b	,100	,082	,80910	,030	4,848	1	144	,029

a. Predictors: (Constant), Leadership, JI

b. Predictors: (Constant), Leadership, JI, Leadership_JI

Table 5.6: Stepwise including transformational leadership style as moderator to the relationship between job insecurity and how safe employees work

Again by using the Excel-sheet of DeCoster and Iselin a graph was made to see how safe employees work when experiencing different levels of job insecurity and different levels of transformational leadership style. This graph is shown below in figure 5.2.

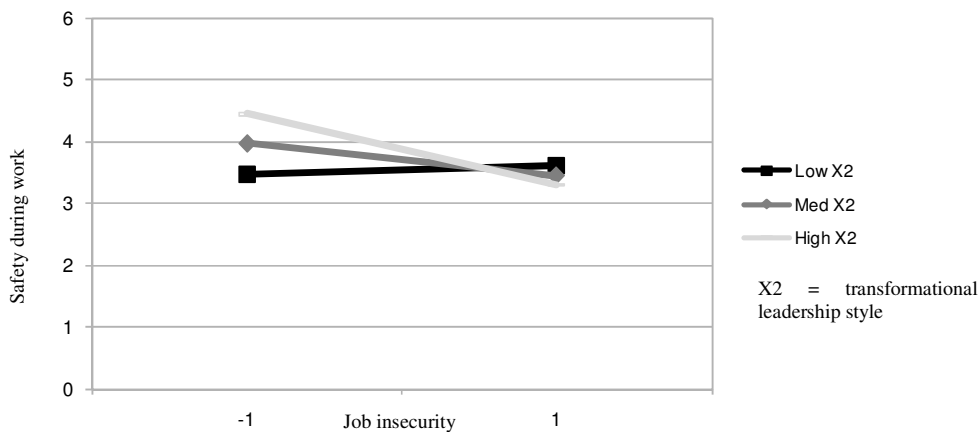


Figure 5.2: Moderating effect of transformational leadership style on the relationship between job insecurity and safety

The graph shows that employees work the safest if they experience a low level of job insecurity and a high level of transformational leadership style. Especially at a low level of job insecurity transformational leadership style shows to be effective in making employees work safe. However, if the level of experienced job insecurity increases employees tend to

work less safe. At a high level of job insecurity (job insecurity plus one standard deviation) the different levels of transformational leadership style hardly makes any difference for how safe employees work. Employees who experience a high level of transformational leadership style even work slightly less safe than employees who experience a medium or low level of transformational leadership.

Note that the increase in how safe employees work when they experience a low level of transformational leadership style and increasing job insecurity is not significant.

The graph however shows that hypothesis 8 is not supported. Hypothesis 8 stated that a high level of transformational leadership style would moderate the negative relationship between job insecurity and how safe employees work in such a way that this negative relationship would be less strong. But just the opposite turns out to be true. At a high level of job insecurity there is hardly any difference in how safe employees work. At a low level of job insecurity employees work safer if they experience a high level of transformational leadership style. So the negative relationship between job insecurity and how safe employees work, is stronger for a high level of transformational leadership style.

5.2.3. Mediation effects

A mediation effect is an effect where an independent variable (A) ‘causes’ another independent variable (B) and then B causes the dependent variable C (Holmbeck, 1997). In the case of this study partly mediation is expected, where transformational leadership style and informational justice are expected to ‘cause’ job insecurity and job insecurity has an interaction with work performance. This effect is expected to be partly, because it is not expected that the complete relation between transformational leadership style and work performance and informational justice and work performance will go through job insecurity.

Four conditions should be met in order to have a mediating effect (Holmbeck, 1997):

1. Independent variable A (predictor) is significantly associated with C, the dependent variable. So in this case transformational leadership style and informational justice must be significant associated with the factor of work performance for which the hypothesis is tested;
2. Independent variable A is significantly associated with variable B. For this study it should hold that transformational leadership style is significantly associated with job insecurity and that informational justice should be significantly associated with job insecurity;
3. Variable B is significantly associated with dependent variable C, after controlling for A. So job insecurity must be significantly associated with the factor of work performance for which the hypothesis is tested, while controlling for the effect of transformational leadership style or informational justice;
4. The impact of A on C is significantly less after controlling for B.

These four conditions are tested by the following three multiple regression analyses:

1. A multiple regression on A-C;
2. A multiple regression on A-B;
3. A multiple regression with A and B as predictors and C as dependent variable, using simultaneous entry to the test.

As one can see in table 5.2, the overall correlation matrix, job insecurity and transformational leadership style are not significantly correlated with each other. From condition two it now follows that there cannot exist a mediating effect of job insecurity on the relations of transformational leadership style and the aspects of work performance. That part of the hypothesis does not hold.

There does exist a significant association between informational justice and job insecurity ($r = -.281, p < .01$), so here a mediation effect may exist.

From table 5.7 is known that informational justice is significantly related to all factors of employees' work behavior, except to the factors absence and creativity. So for these two factors there cannot exist a mediating effect of job insecurity.

Hereafter multiple regressions were performed with informational justice and job insecurity simultaneously entered to the test, and the different aspects of work behavior as depending variables. For the dependent variable organizational commitment no significant relationship with job insecurity was found, so according to condition three a mediating effect of job insecurity on the association between informational justice and organizational commitment could not exist.

According to condition 4 the impact of informational justice on the aspects of work performance should significantly decrease after controlling for job insecurity. However, the relationships between informational justice and the aspects of work performance stayed almost the same for every single aspect after controlling for job insecurity. And the significance of the impact did not change at all. So for none of the relationships between informational justice and the aspects of work performance was condition 4 met.

So here research model three failed and all related hypotheses (hypothesis 16 till 25) were rejected. Job insecurity has no mediating effect on the relations between transformational leadership style and the aspects of work performance, or on the relations between informational justice and the aspects of work performance.

5.3. Results based on supervisor's ratings

As mentioned before, only 54 questionnaires from supervisors could be matched to questionnaires from employees. This is not enough for outcomes to be reliable, but it is still interesting to discuss the outcomes and to see if they are approximately the same as the outcomes from the self completion questionnaires from the employees.

Note first that the supervisor only could rate an employee on the so called short term aspects of work performance, the long term aspects could only be rated by the employees, since the supervisor has no insight to them. The short term work performance measurement tool, after deleting some items, proved to be very reliable for measuring short term work performance among the employee questionnaires. Therefore the same items were used to measure overall work performance among the supervisor questionnaires, from now on called supervisor overall performance. The tool showed to have a Cronbach's alpha of .81, so is a reliable measurement tool to measure supervisor overall performance as well.

All relationships with supervisor overall performance are shown in the last column of table 5.2, and the results are surprising.

Where based on the self completion questionnaires from the employees the three independent variables (job insecurity, transformational leadership style and informational justice) were significantly related to overall work performance, and to most single aspects of work performance, are job insecurity, transformational leadership style and informational justice not significantly related to supervisor overall work performance. Based on the supervisor questionnaires hypotheses one, two and three should be rejected.

Moreover, also hardly any relationship exists with the single aspects of work performance.

Only transformational leadership style has a significant relationship with quality ($\beta = -0.280, p < 0.05$), and this relationship is even negative. Job insecurity and informational justice have no significant relation with employee overall work performance nor with one of the single aspects of employee work performance.

What is even more surprising is that productivity, quality and safety based on the self completion questionnaires are not related to productivity, quality and safety based on the supervisor questionnaires. Both productivity measures have an r from 0.094, with $p=0.500$, both quality measures have an r of 0.048 with $p=0.731$ and the safety measures have an r of 0.014 with $p=0.921$. So employees rate their productivity, quality and safety completely different than their supervisors do.

With respectively an r form 0.408 and 0.361, both significant at the 0.01 level, supervisor and employee ratings of absence and creativity are related.

From table 5.2 one can immediately conclude that job insecurity is no mediator for the relationship between leadership style and supervisor overall performance (or one of its aspects), nor for the relationship between informational justice and supervisor overall performance (or one of its aspects). One of the conditions for a variable to be a possible mediator is that the variable is significant related to the dependent variable, and job insecurity is not related to any of the depending variables based on supervisor ratings, so it is impossible for job insecurity to be a mediator.

Transformational leadership style and informational justice were both also tested for if they had a moderating effect on the relationship between job insecurity and supervisor overall performance, or one of the aspects of supervisor overall performance. Contrary to the results based on employee questionnaires, transformational leadership style did not show a moderating effect on one of the relationships. But as one can see in table 5.7 informational justice has a significant moderating effect on the relationship between job insecurity and supervisors work performance, and table 5.8 shows that the change in predictive power of the model is significant (0.035).

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,450	,444		10,030	,000
	Jl	-,074	,082	-,131	-,909	,368
	Info	-,099	,097	-,147	-1,019	,313
2	(Constant)	4,670	,440		10,613	,000
	Jl	-,183	,094	-,324	-1,960	,056
	Info	-,086	,094	-,128	-,917	,364
	Info_Jl	,268	,124	,353	2,166	,035

a. Dependent Variable: LAllperfor

Table 5.7: Basic statistics moderation model job insecurity and supervisor overall performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,170 ^a	,029	-,010	,34884	,029	,741	2	50	,482
2	,337 ^b	,114	,059	,33664	,085	4,692	1	49	,035

a. Predictors: (Constant), Info, Jl

b. Predictors: (Constant), Info, Jl, Info_Jl

Table 5.8: Stepwise including informational justice as moderator to the relationship between job insecurity and supervisor overall performance

Again using the Excel-sheet that was designed by DeCoster and Iselin (2005) figure 5.3 was created, showing the overall performance of employees, based on supervisor ratings, for different levels of job insecurity and informational justice.

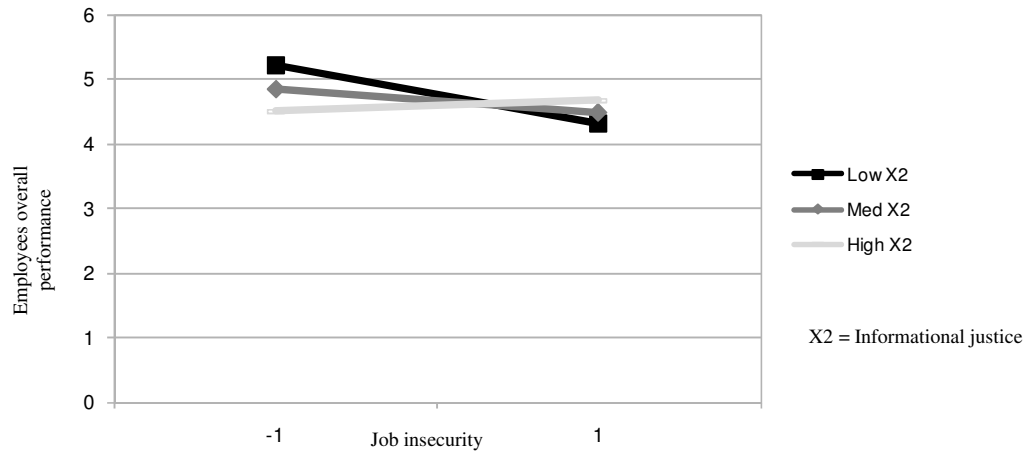


Figure 5.3: Moderating effect of informational justice on the relationship between job insecurity and supervisor overall performance

The differences in employees’ overall performance for different levels of job insecurity are not significant when a high or medium level of informational justice is experienced. Only for a low level of informational justice the difference is significant. As one can see supervisors rate employees’ overall performance the highest if a low level of job insecurity and a low level of informational justice is experienced. It seems that if no job insecurity is experienced employees have less need to experience informational justice to perform. There are no threats so without information about the future existence of their job and the company they simply can do their job and perform on a high level. However, with an increasing level of experienced job insecurity the overall performance decreases when a low level of informational justice is experienced, to such a level that it is lower than when a medium or high level of informational justice is experienced. The need for informational justice increases with increasing job insecurity.

Also on the relationship between job insecurity and creativity informational justice has a significant moderating effect, and as one can see in table 5.10 the change in predictive power of the models is significant.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,843	,437		8,799	,000
	JI	-,289	,109	-,214	-2,644	,009
	Leadership	,153	,095	,131	1,616	,108
2	(Constant)	3,703	,436		8,498	,000
	JI	-,255	,109	-,188	-2,338	,021
	Leadership	,166	,094	,141	1,768	,079
	Leadership_JI	-,320	,145	-,176	-2,202	,029

a. Dependent Variable: ESafe

Table 5.9: Basic statistics moderation model job insecurity and supervisor creativity

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,265 ^a	,070	,057	,81976	,070	5,459	2	145	,005
2	,317 ^b	,100	,082	,80910	,030	4,848	1	144	,029

a. Predictors: (Constant), Leadership, JI

b. Predictors: (Constant), Leadership, JI, Leadership_JI

Table 5.10: Stepwise including informational justice as moderator to the relationship between job insecurity and creativity of employees

Figure 5.4 shows how creative employees are for different levels of job insecurity and informational justice, based on supervisor ratings. For a high level of informational justice the moderating effect is not significant, but for both a low and a medium level it is. Basically the same holds as for the moderating effect of informational justice on the relationship between job insecurity and overall performance, but stronger. When only little job insecurity is experienced employees are more creative if a low level of informational justice is experienced, but with increasing job insecurity the need for informational justice increases. And if a high level of job insecurity is experienced employees who experience a high level of informational justice are more creative during their work than employees who experience a moderate or low level of informational justice.

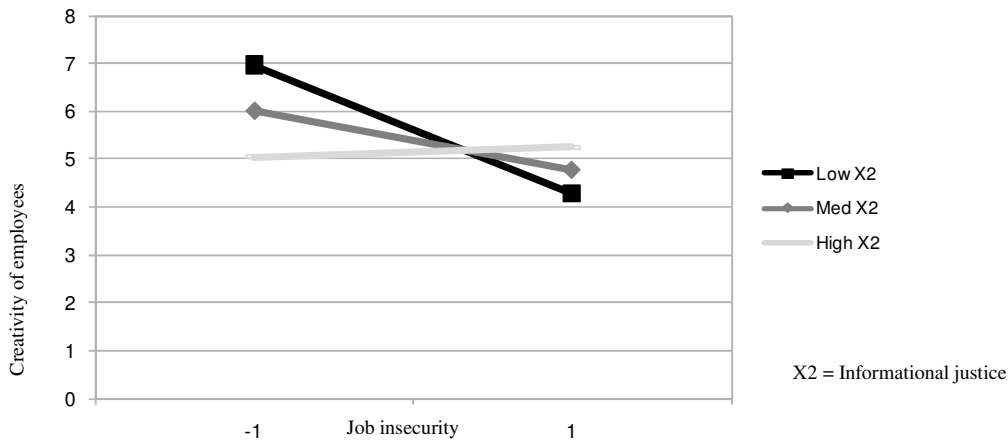


Figure 5.4: Moderating effect of informational justice on the relationship between job insecurity and creativity of employees, based on supervisor rating

6. Discussion

Summary

The main goal of this research was to find how job insecurity and employees' work performance are related and how companies can minimize the negative relations. So far, studies found conflicting results (e.g. Probst et al., 2007 found a positive relationship and Størseth, 2006 found a negative relationship), supposedly caused by the general use of the term employees' work performance.

So to preserve for conflicting results, and to give more insight into the relation between job insecurity and employee' work performance, employee' work performance first was specified into detail for this study. Based on previous studies, for example from Oldham and Cummings (1996) and Sacket (2002), six short term work performance aspects and four long term work performance aspects were determined. These ten items together were expected to cover the general term employee work performance.

Existing literature was studied (e.g. Herold et al., 2008 and Greenberg, 1993) to find possible moderators on the relationship between job insecurity and employees' work performance that can be influenced by a company. This should provide insight in how companies can minimize the expected negative relationships between these two phenomena. So far, the few researches that studied the relationship between job insecurity and employee' work performance only took demographic moderators into account. An example is the study from Anderson and Pontusson (2007), using age and gender as moderators. Since a company cannot influence demographic factors they are of less interest. Literature on this topic showed that people oriented leadership styles, especially a transformational leadership style, and informational justice were supposed to moderate the relation between job insecurity and employees' work performance (Størseth, 2006, and Ashford, Lee and Bobko, 1989). Furthermore, since job insecurity was expected to decrease employees' work performance and thereby the competitive position of a company, it was interesting to search for possibilities to proactively prevent employees for job insecurity instead of only focusing on possibilities for reactively decreasing the negative outcomes. Again transformational leadership style and informational justice were expected to have this negative relationship with job insecurity.

During the literature review it appeared that job insecurity might act as a partial mediator on the direct relationship between transformational leadership style and work performance and informational justice and work performance. So the possibility of job insecurity being a mediator was added to the study as well.

The questionnaires that were designed for this study were based on scales that had proven themselves in previous studies. However, the aspect 'Absence' was only measured by one item and this item did not load sufficiently on employees' overall work performance. Therefore the aspect absence did not fit in this study. Looking at this item in more detail may explain why; employees and supervisors were asked to indicate how often the employee was absent due to health reasons during the last three months. The reasoning behind this is that an employee who experiences job insecurity tries to close the gap between desired job insecurity and perceived job insecurity by lowering his or her effort, for example by calling in sick more often. An employee who stays home from work when only suffering from minor health complaints lowers his effort. But by only measuring absence by this single overall question there was not counted for employees who really turned sick and therefore had to stay home. And since the average employee in this study was only absent for one day over the last three months, no relationship with job insecurity was found. Therefore this measure had to be

considered as not suitable for this study. Future studies should try to develop a better measure to see if employees who experience job insecurity indeed do call in sick more often. I would suggest a longitudinal study where the frequency and reason of calling in sick, and the duration of the sickness, is measured over a longer period of time. Together with the different levels of experienced job insecurity over this time period one can measure if a relationship between job insecurity and absence exists.

The first research model and complying hypotheses addressed the direct relation between job insecurity and employees' work performance. It showed that job insecurity is negatively related to employee work performance, as expected. But since studies so far found conflicting results, some studies actually found a positive relation, the relation between job insecurity and the ten single aspects of employee work performance were tested as well. Seven factors showed to have a significant relationship with job insecurity and all were negative. That is a surprising result, because it questions the existing studies that did find a positive relation (Probst et al., 2007). So far was assumed that these studies would measure only the effect on one or some of the aspects of work performance, but since this study showed no positive relationships at all must be questioned. One possibility however is left, assuming that one or more moderators have such a strong effect on the relationships between job insecurity and work performance, or the different aspects of work performance, that it changes the negative effect into a positive effect.

Before coming to the section about the moderators I will first discuss the expectation of Probst (2002). He expected the factors productivity, quality, and safety to be conflicting demands. He supposed that an employee who experiences job insecurity would probably concentrate too much on one of these three aspects and therefore lack the other two. As a result the relationship between job insecurity and one of these three aspects should be positive for an employee, and the relationship with the other two should be negative. Such a result however was not found. Job insecurity showed to have a negative relationship with all three aspects, and it did not matter if an employee thought that one of the three aspects was more important than the other ones. Both the relationships between productivity and quality, productivity and safety (not significant) and quality and safety were positive. So the expectation of Probst (2002) that productivity, quality, and safety are conflicting demands is not supported by this study. In fact, this study shows that the way employees think they perform on these three aspects is positively related.

Prior to the analyses of the moderating effect of transformational leadership style and informational justice on the relationship between job insecurity and work performance, analysis was done on how these two variables are related to work performance themselves. Both transformational leadership style and informational justice were expected to have a strong positive relationship with work performance, which turned out to be true. Employees report higher work performance when a transformational leadership style or informational justice is experienced. And when a significant relationship was found with one of the single aspects of work performance, which was the case for eight out of ten single aspects, this relationship was also positive. Therefore the first research model did hold and the complying hypotheses are supported.

The second part of the main research question focused on how companies can influence the negative relationships between job insecurity and work performance and the single aspects of work performance. The two variables that were expected to have influence on these negative relationships were transformational leadership style and informational justice, and research model two was based on these expectations. However, only transformational leadership style showed to have a moderating effect, and this goes only for the relationship between job

insecurity and the quality of work of employees and for the relationship between job insecurity and how safe employees work.

The quality of the work of employees remains the same if a high level of transformational leadership is experienced and job insecurity increases. If a low or medium level of transformational leadership is experienced and job insecurity increases, the quality of the work of employees decreases to a level below the quality level maintained under a high level of experienced transformational leadership style. This supports the part of hypothesis seven about transformational leadership.

Transformational leadership style also has a moderating effect on how safe employees work, but this is a negative effect. Employees reported high safety during work when a high level of transformational leadership style is experienced and a low level of job insecurity. But when job insecurity increases, the safety of employees' work decreases for employees who experience a high level of transformational leadership style, and drops to the same level that is achieved by employees who experience a low or medium level of transformational leadership style. So hypothesis eight is rejected; the opposite is true. However, overall employees do work safer when they experience a high level of transformational leadership style. When a low level of job insecurity is experienced a high level of transformational leadership style results in safer work. If a high level of job insecurity is experienced, the different levels of experienced transformational leadership style hardly make any difference in how safe employees work.

Since only hypothesis seven is partly supported, research model two as a whole is rejected. Transformational leadership style and informational justice do not mediate the negative relationship between job insecurity and work performance.

The third research question tried to find out what a company can do to preserve for job insecurity among employees. Since so far both used variables did not prove themselves to decrease the negative relationships between job insecurity and work performance, this question became even more important. If one cannot lower the negative relationships, one should prevent for job insecurity.

Employees who reported to experience a transformational leadership style did not report a lower level of experienced job insecurity, although this was expected based on previous studies and the characteristics of a transformational leadership style. An explanation for this may be that most data came from large companies. In such companies the direct supervisor of the employees often has little or no influence on reorganizations and layoffs. Therefore the employee will not experience less job insecurity when the supervisor shows a transformational leadership style. It is possible that this relation does exist in smaller companies, but that is not proven in this study.

Employees who experienced informational justice did report a lower level of job insecurity. So by creating a feeling of informational justice among employees a company can lower the experienced job insecurity. This will be discussed in the next section of this chapter.

The final research question, which came up during the literature review that was conducted prior to the study, was the possibility of job insecurity being a mediator on the relationship between transformational leadership style and work performance and informational justice and work performance. However, this idea turned out to be not true. Since job insecurity is not significantly related to transformational leadership style, it is impossible to mediate any relationships of transformational leadership style with work performance. The same goes for the relationships between informational justice and work performance; no mediating effect of job insecurity was found. Therefore research model three and its complying hypotheses were rejected.

Although there was insufficient data from supervisor ratings available for analyses to be statistically reliable, the outcomes of the analyses of the supervisor ratings are very surprising and ask for further research in the future. From the six aspects that were used for the supervisor questionnaire, four were useful for further analyses. Note that the measurement tool for absence did not fit this study, and therefore was left out of the analyses. Also the tool to measure counterproductive work behavior, although it proved to be a good measure in the employee questionnaire, appeared to be not reliable in the supervisor questionnaire and had to be left out.

From the remaining four aspects, only for creativity the ratings of the employees and the supervisors matched. For the aspects productivity, quality and safety, supervisors gave different ratings to employees than the employees gave themselves. This shows that the perception of an employee about his own performance is not the same as how a supervisor perceives the performance of the employee. And because most research so far is based on self completion questionnaires, the outcomes from these studies are questionable. So it is very interesting for studies in the future to collect data in a manner that provides more objectiveness than self completion questionnaires, and to see what effects job insecurity has when more objective data are studied.

One of the most useful outcomes of the study is that it shows that employees who reported to experience job insecurity, also reported a very high intention to turn over to another job. Turn over intention was measured by two different items: 'I intend to leave the company within the next six months', and 'I have started to ask friends and contacts about other job possibilities'. This shows that if job insecurity is experienced employees proactively start searching for other jobs. And when employees leave a company they often take a lot of knowledge with them. A company should prevent for employees to leave the company, because next to losing an employee and the knowledge of the employee, it also costs a company money and time to replace an employee that left. Together with the loss of knowledge this decreases the competitive position of the company, so this should be avoided.

Furthermore, employees that experience a transformational leadership style or informational justice, reported to have a surprisingly strong commitment to the company. This is confirmed by the negative relationship of both transformational leadership style and informational justice with turnover intention. So when employees experience a transformational leadership style and informational justice, they are more attached to the company and less willing to leave the company for another job.

Practical implications

This study was mainly performed to give insight into the relationship between job insecurity and work performance, and to see what companies can do to minimize the negative consequences for work performance when job insecurity is experienced. The study shows that employees who experience job insecurity report lower overall work performance, and report lower scores on the different aspects of work performance than employees who experience a lower level of job insecurity. So job insecurity will decrease the competitive position of a company. However, this study did not find a moderator that decreases the negative relationships between job insecurity and work performance or the different aspects of work performance. So when job insecurity is experienced, this study did not find a tool that can help companies to prevent for a decreasing work performance of employees.

However, the study did show that it is possible to prevent employees for experiencing job insecurity. And when a company is able to prevent their employees for job insecurity, this will not cause a decrease in work performance as a start. This makes it extra interesting for companies to see what they can do to prevent for job insecurity among employees.

The study showed that employees who experience a higher level of informational justice experience a lower level of job insecurity. So a company should ensure that their employees experience informational justice. For this study, informational justice among employees was measured by the sufficiency, timing and correctness of information that management provided about the future existence of their jobs and the company. So to prevent for job insecurity a company should, especially in times of economic depression, provide good information about the current situation of a company and about the future existence of employees' jobs. An employee should not be left in the dark, but a company should keep employees informed about how the company is doing and if layoffs are on hand. The informational justice employees experience this way will help rumors to be kept to a minimum resulting in less job insecurity. This keeps work performance of employees as much as possible at the same level.

It is also interesting to see that employees who experience a transformational leadership style and informational justice reported higher scores on work performance and on the different aspects of work performance. So employees at least think they perform better on the short term work performance aspects when they experience transformational leadership style and informational justice, and are more attached to the company, more satisfied with their job, show less burnout symptoms and have less turnover intention. So regardless if job insecurity is experienced or not, when employees experience transformational leadership or informational justice they report better on work performance. This should stimulate companies, and I strongly recommend so, to invest in courses for supervisors that teach them how to communicate with employees in such a way that employees experience informational justice. Based on the results of this study one can already conclude that supervisors, in times of job insecurity, at least should keep employees informed about the future existence of their jobs and about the future existence of the company.

It is hard to change the leadership style of a person, or to learn a new leadership style, especially on short notice. But it is possible for a leader to adapt certain behaviors and strategies that are closely related to a transformational leadership style. Yukl and Lepsinger (2008) defined six leadership strategies that can easily be learned and applied by leaders in order to make employees experience a higher level of transformational leadership style. These six strategies are supporting, recognizing, developing, consulting, empowering and team building and a short description of all strategies is shown in appendix 6. I would recommend companies to train leaders on these six strategies.

So in order to prevent employees for job insecurity and its negative effects on work performance, employees should experience informational justice. It is therefore recommended that companies invest in the quality of the communication with their employees and in specific skills of their leaders.

Limitations and further research

This study questions the previous studies that found a positive relationship between job insecurity and work performance, but this should be interpreted very carefully. The data used for this study was collected among employees that work in the Netherlands. The Netherlands are a country with a history of low unemployment and good social services. This could be a reason for employees in the Netherlands to have fewer incentives to increase their work performance if job insecurity is experienced. They know that there are good social services in place when they get unemployed. And based on historical figures they know they have relative good chances, compared to employees in many other countries, to get employed again in a short notice. It therefore could be that the will to keep a job is stronger in countries with poor social services. As a result employees in such countries might try harder to improve their work performance when job insecurity is experienced, in order to increase the chances of keeping the current job.

So when generalizing the results of this study for other countries, especially for countries with poor social services or high unemployment figures, one should be very careful. Future studies could be conducted in different countries with different social services and employment rates to see if this has an effect on the results.

Due to time constraints this study was performed cross sectional. So the data for this study was collected at a single point in time, and work performance for different levels of job insecurity was compared across employees instead of for the same employee. For future research it would be interesting to conduct a longitudinal study, where the work performance and experienced job insecurity of the same employee would be measured at different moments in time and the different outcomes of single employees could be compared. This might lead to even more detailed insights in how job insecurity affects work performance on an individual level.

The last limitation of this study to discuss is the use of self completion questionnaires. Due to time constraints it was not possible for this study to collect enough objective data about the performance of employees to be statistical reliable. Performance ratings of employees are most likely positively biased and therefore less appropriate for research. However, supposing that performance ratings of all employees are approximately equally strong positively biased, this does not make any difference for the results of this study.

Another problem of using only self reports is the possibility of common method bias. When the same persons provides data for both the predictor and criterion variable, these persons might try to be consistent in their answers and produce answers they think are expected from them (Prodsakoff et al., 2003). In this study common method bias was partially prevented for by not telling employees that job insecurity was the main predictor variable. In informal discussions afterwards none of the employees suggested that job insecurity was one of the main features of this study, indicating no common method bias on this topic. However, leadership style and informational justice (mostly just recognized as information provided by the company), were recognized by employees. Therefore it is possible that employees who reported higher levels of transformational leadership and informational justice have also reported higher on their performance, since they expected this should be the case. So it is possible that this strengthened the positive relationship between transformational leadership and work performance and informational justice and work performance.

Only for the creativity aspect, work performance based on employee questionnaires showed a relationship with supervisor ratings. For overall work performance and the other aspects of work performance there was no relationship between the ratings of the employees and the ratings of the supervisors. The results based on the supervisor questionnaires, although there

was not enough data to be statistically significant, also differ from the results based on the employee questionnaires.

There is need for further studies that collect data about employees' work performance based on supervisor ratings, leading to more objective results, excluding the possibility of common method bias and comparing these results with the results of studies so far.

Although this study was subject to some limitations, it has provided more insight into the relationship between job insecurity and employees' work performance. This study showed that job insecurity has negative relationships with all aspects of work performance and that informational justice can prevent employees for experiencing job insecurity. Furthermore, this study showed that results based on supervisor questionnaires differ from results based on self completion questionnaires. This stresses the need for further research to the relationship between job insecurity and work performance, based on a more objective data collection method than self completion questionnaires.

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7. Appendices

7.1. Appendix 1: E-mail to production managers

Beste XXXXX,

Zoals zojuist telefonisch afgesproken stuur ik u bij deze een e-mail met daarin verdere informatie met betrekking tot mijn onderzoek.

Ik ben een student aan de TU/e en ben bezig met mijn afstudeeronderzoek. Ik heb ervoor gekozen om binnen de vakgroep Human Performance Management af te studeren. Deze groep is er op gericht te kijken of bepaalde factoren invloed hebben op het presteren van mensen. Voor dit onderzoek zoek ik verschillende productieomgevingen waarbinnen ik een korte enquête kan afnemen bij productiemedewerkers en hun direct leidinggevende.

Om mijn afstudeeronderzoek even kort samen te vatten:

Ik voer een onderzoek uit waarin ik middels enquêtes probeer te achterhalen of de manier waarop productie medewerkers hun baan en werkomgeving ervaren uitwerking heeft op hun functioneren, zowel binnen het werk als persoonlijk. Daarbij kijk ik ook of het type leiderschap dat ze ervaren hebben en de informatie voorziening binnen het bedrijf hier nog van invloed op zijn.

Tevens vraag ik de leidinggevende een korte vragenlijst met betrekking tot het functioneren van de medewerker in te vullen. Het invullen van de enquête zal de medewerker ongeveer 5 minuten kosten en een leidinggevende 1 à 2 minuten per werknemer waarvoor hij hem invult. Verder zal ik geen begeleiding of tijd van uw organisatie nodig hebben voor mijn onderzoek. Uit deze resultaten wil ik een advies formuleren hoe bedrijven hun medewerkers effectiever kunnen sturen zodat deze beter presteren. De gegevens zullen volledig vertrouwelijk behandeld worden en medewerkers en leidinggevendenden krijgen de ingevulde enquêtes niet te zien. Vanzelfsprekend zal ik ook geen namen/functies/afdelingen of specifieke resultaten per bedrijf noemen in mijn onderzoek.

Na het onderzoek zal ik uw bedrijf een korte samenvatting van de resultaten en mijn advies toe sturen. Tevens zal ik u de resultaten van XXXXX specifiek toe sturen, welke ik wanneer gewenst persoonlijk zal komen toelichten.

Voor de volledigheid, en om u een beeld te geven van het onderzoek, heb ik de begeleidende brieven en enquêtes voor de medewerkers en voor de leidinggevendenden in de bijlage toegevoegd.

Ik wil een en ander graag persoonlijk verder komen toe lichten indien u mogelijkheden ziet om deze enquêtes onder de medewerkers van XXXXX af te nemen.

In afwachting van uw reactie,
Met vriendelijke groet,

Wout Cobussen
06-XXXXXXXX

7.2. Appendix 2: Quick view of employee Questionnaire

Job insecurity:

1. I feel insecure about the future of my job;
2. I am sure I can keep my job (reverse coded);
3. Chances are, I will soon lose my job;
4. I worry about losing my job.
5. People in this company may lose their jobs due to downsizing;
6. Cutbacks are frequently discussed;
7. Departments may be merged;
8. There is a risk for company closedown;
9. There are rumors concerning changes at your work space.

Leadership style:

1. I have complete confidence in hem/her;
2. In my mind, he/she is a symbol of success and accomplishment;
3. Engages in words and deeds which enhances his/her image of competence;
4. Serves as a role model for me;
5. Instills pride in being associated with hem her;
6. Displays extraordinary talent and competence in whatever he/she decides;
7. I am ready to trust him her to overcome any obstacle;
8. Listens to my concerns;
9. Makes me aware of strongly held values, ideals, and aspirations which are shared in common;
10. Mobilizes a collective sense of mission;
11. Projects a powerful, dynamic and magnetic presence;
12. Shows how to look at problems from new angles;
13. Makes me back up my opinions with good reasoning;
14. Articulates a vision of future opportunities;
15. Provides advice when it is needed;
16. Introduces new projects and new challenges;
17. Treats me as an individual rather than just a member of the group;
18. Talks optimistically about the future.

Informational Justice:

1. The provided information was accurate (Believable, trustworthy information);
2. The provided information was useful;
3. The provided information was timely (Not too late, not too early);
4. The provided information was excessive (reverse coded);
5. When the information is provided, there is not enough time for discussion, questions and feedback (reverse coded)

Productivity:

Over the last four weeks, how well did you do the following:

1. Making the required quantities;
2. Making right decisions;
3. Not making mistakes;
4. Having work finished on time;
5. Working without unnecessary supervision;
6. Being responsible;
7. Handling overall requirements.

And an overall rating:

8. How do you rate your overall productivity during the last four weeks, taking the number of produced items into account?

Quality:

1. How often are products denied due to a bad quality;
2. How often was after production extra handling necessary to make products pass the quality checks;
3. How often handlings had to be done over during the production process.

And an overall rating:

4. How do you rate the overall quality of the products that were produced by you during the last four weeks?

Safety:

1. I have to break rules in order to get the job done;
2. I do not have time to follow the safety rules;
3. I have to stretch the rules in order to achieve quick results;
4. I must take risks in order to get my job done.

Creativity:

1. I suggest new ways to achieve goals or objectives;
2. I come up with new and practical ideas to improve performance;
3. I suggest new ways to increase quality;
4. I am a good source of creative ideas;
5. I exhibit creativity on the job when given the opportunity to;
6. I come up with creative solutions to problems;
7. I often have a fresh approach to problems;
8. I suggest new ways of performing work tasks.

Counterproductive work behavior:

Have you ever:

1. Spent too much time on daydreaming or fantasizing;
2. Took excessive breaks;
3. Showed few effort for the job;
4. Left during working time without permission;
5. Came in late or left early;
6. Intentionally worked slow;
7. Avoided unpleasant tasks;
8. Called in sick when not;
9. Pretended to be busy to avoid new tasks;
10. Talked with a co-worker or smoked a cigarette in stead of working;
11. Read the news paper during working time;
12. Used working time for personal activities (like private phone calls);

Burn out:

1. I feel mentally exhausted due to my work;
2. A whole day of work is burden to me;
3. I feel worn out after work;
4. At the end of a working day I have an 'empty' feeling;
5. When I get up in the morning with a working day ahead I feel tired.

Job Satisfaction:

1. I am satisfied with my job;
2. I am satisfied with my manager;
3. I am satisfied with the organization;
4. I feel energetic during working time;
5. When I am at work, I am totally focused on the job;
6. My work inspires me;
7. I like my job;
8. I am satisfied with my job;
9. I am satisfied with my manager;
10. I am satisfied with the organization.

Turn over intention:

1. I intend to leave the company within the next six months;
2. I have started to ask friends and contacts about other job possibilities.

Organizational Commitment:

1. I would be very happy to spend the rest of my career with this organization;
2. I enjoy discussing my organization with people outside it;
3. I really feel as if this organization's problems are my own;
4. I think that I could easily become as attached to another organization as I am to this one (reverse coded);
5. I do not feel like 'part of the family' at my organization (Reverse coded);
6. I do not feel 'emotionally attached' to this organization (Reverse coded);
7. This organization has a great deal of personal meaning for me;

7.3. Appendix 3: Quick view of Supervisor Questionnaire

Productivity:

Over the last four weeks, how well did employee X do the following:

1. Making the required quantities;
2. Making right decisions;
3. Not making mistakes;
4. Having work finished on time;
5. Working without unnecessary supervision;
6. Being responsible;
7. Handling overall requirements.

And an overall rating:

8. How do you rate employee X's overall productivity during the last four weeks, taking the number of produced items into account?

Quality:

1. How often are products denied due to a bad quality;
2. How often was after production extra handling necessary to make products pass the quality checks;
3. How often handlings had to be done over during the production process.

And an overall rating:

4. How do you rate the overall quality of the products that were produced by employee X during the last four weeks?

Counterproductive work behavior

1. Took excessive breaks;
2. Showed few effort for the job;
3. Left during working time without permission;
4. Came in late or left early;
5. Is totally focused on the job (reverse coded)
6. Talked with a co-worker or smoked a cigarette in stead of working;
7. Used working time for personal activities (like private phone calls);

Creativity:

1. Employee X suggests new ways to achieve goals or objectives;
2. Employee X comes up with new and practical ideas to improve performance;
3. Employee X suggests new ways to increase quality;
4. Employee X is a good source of creative ideas;
5. Employee X exhibits creativity on the job when given the opportunity to;
6. Employee X comes up with creative solutions to problems;
7. Employee X often has a fresh approach to problems;
8. Employee X suggests new ways of performing work tasks.

7.4. Appendix 4: Employee Questionnaire



Beste werknemer,

Ik ben een student aan de Technische Universiteit van Eindhoven en ben inmiddels in de laatste fase van mijn studie beland, waarin ik ga afstuderen. Hiervoor onderzoek ik hoe medewerkers hun baan en bedrijf ervaren en wat dit voor uitwerkingen op hen persoonlijk en op hun functioneren heeft.

Voor het verzamelen van gegevens voor mijn onderzoek heb ik uw hulp nodig. Bijgaande vindt u een vragenlijst welke betrekking heeft op uw baan, het bedrijf waarvoor u werkt en hoe u uw werk ervaart. Het invullen van de vragenlijst zal ongeveer 5 minuten duren.

Ik wil u vragen de stellingen te beantwoorden waarbij u, tenzij anders vermeld, de situatie van de laatste 4 weken in acht neemt.

Tevens vraag ik uw leidinggevende een korte vragenlijst in te vullen over uw functioneren binnen het bedrijf.

De gegevens zullen vertrouwelijk worden behandeld en uw naam zal niet in het onderzoek voorkomen. Ook zal uw leidinggevende uw antwoorden niet te zien krijgen.

Echter, om uw vragenlijst en de vragenlijst die uw leidinggevende invult aan elkaar te kunnen koppelen vraag ik u om uw naam op de vragenlijst in te vullen. Als u de vragenlijst heeft ingevuld kunt u deze in de enveloppe steken en de enveloppe vervolgens gesloten bij het verzamelpunt inleveren.

Ik dank u hartelijk voor uw medewerking,

Met vriendelijke groet,
Wout Cobussen

De volgende stellingen gaan over hoe betrokken u bent bij uw baan en het bedrijf waarbij u werkt.



	Helemaal niet waar	Niet waar	Niet waar / niet onwaar	Waar	Helemaal waar
1 Ik zou graag de rest van mijn carrière binnen dit bedrijf blijven werken.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2 Ik heb het graag met mensen over het bedrijf waarvoor ik werk.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3 Ik voel me persoonlijk betrokken bij de problemen van dit bedrijf.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4 Ik denk dat ik me bij een ander bedrijf even betrokken zou kunnen voelen als bij dit bedrijf.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5 Ik heb het gevoel dat ik 'erbij hoor' binnen dit bedrijf.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6 Ik voel me emotioneel betrokken bij dit bedrijf.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7 Dit bedrijf betekent persoonlijk iets voor me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8 Ik ben van plan binnen zes maanden ontslag te nemen bij dit bedrijf.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9 Ik heb bij vrienden en kennissen geïnformeerd naar banen/functions bij andere bedrijven.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10 Ik ben tevreden met mijn werk.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11 Ik ben tevreden met mijn leidinggevende	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12 Ik ben tevreden met de organisatie	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13 Ik voel me onzeker over de toekomst van mijn baan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14 Ik weet zeker dat ik mijn baan kan behouden	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15 Het is mogelijk dat ik binnenkort mijn baan verlies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16 Ik maak me zorgen dat ik mijn baan kwijt raak	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17 Medewerkers van dit bedrijf zouden hun baan kwijt kunnen raken door reorganisatie	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18 Er wordt op mijn werk regelmatig gesproken over mogelijke ontslagen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19 Afdelingen worden mogelijk samen gevoegd	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20 Het gevaar bestaat dat het hele bedrijf gesloten wordt	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21 Er gaan geruchten over mogelijke veranderingen op jouw werk plek	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

De volgende stellingen gaan over uw leidinggevende.



	Ze er ze lden tot nooit	Ze lden	Soms	Vaak	Ze er vaak tot altijd
22 Ik heb volledig vertrouwen in mijn leidinggevende.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23 Mijn leidinggevende staat symbool voor succes en bekwaamheid.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24 Mijn leidinggevende toont bekwaamheid, zowel in woord als daad.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25 Mijn leidinggevende is een voorbeeld voor me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26 Het maakt me trots om met mijn leidinggevende in verband te worden gebracht.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27 In alles wat mijn leidinggevende onderneemt toont hij/zij zijn/haar bekwaamheid.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28 Ik vertrouw er op dat mijn leidinggevende in staat is problemen op te lossen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29 Mijn leidinggevende luistert naar me als ik over zaken wil praten die voor mij van belang zijn.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30 Mijn leidinggevende maakt me bewust van belangrijke gemeenschappelijke waarden, ambities en idealen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31 Mijn leidinggevende creëert het gevoel dat we gemeenschappelijk aan een belangrijke opdracht en missie werken.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32 Mijn leidinggevende heeft een krachtige persoonlijkheid.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33 Mijn leidinggevende laat me zien hoe je problemen vanuit andere invalshoek kunt benaderen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34 Mijn leidinggevende verlangt van mij dat ik mijn mening onderbouw met goed argumenten.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35 Mijn leidinggevende draagt een duidelijke visie op mogelijkheden in de toekomst uit.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36 Mijn leidinggevende geeft me advies wanneer ik het nodig heb.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37 Mijn leidinggevende introduceert nieuwe projecten en uitdagingen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38 Mijn leidinggevende behandelt me als een individu in plaats van als zomaar een lid van een groep.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
39 Mijn leidinggevende heeft een optimistische toekomstvisie en vergroot hiermee mijn optimisme voor de toekomst.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

De volgende stellingen gaan over informatie die door het management is verstrekt met betrekking tot het behoud van uw baan en het voortbestaan van de organisatie



	Helemaal niet mee eens	Niet mee eens	Niet mee eens / niet mee oneens	Mee eens	helemaal mee eens
40 De verstrekte informatie was juist en betrouwbaar	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41 De verstrekte informatie was nuttig	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42 De verstrekte informatie kwam op het juiste moment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
43 Er werd te veel informatie verstrekt	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
44 Als er informatie werd verstrekt was er weinig of geen tijd voor vragen of verdere uitleg	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

De volgende stellingen gaan over uw presteren tijdens het werk gedurende de laatste 4 weken.

	Helemaal niet waar	Niet waar	Niet waar / niet onwaar	Waar	Helemaal waar
45 Ik heb de hoeveelheid geproduceerd die van me gevraagd werd.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
46 Ik heb de juiste beslissingen genomen tijdens mijn werk.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
47 Ik heb geen fouten gemaakt tijdens mijn werk.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
48 Ik heb mijn werk op tijd af.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
49 Ik heb mijn werk gedaan zonder onnodige/overbodige begeleiding van collega's of leidinggevenden.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
50 Ik heb de verantwoordelijkheid genomen over mijn werk.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
51 Ik heb voldaan aan de algemene eisen die voor mijn werk gelden.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
52 Hoe beoordeelt u uw algehele productiviteit over de afgelopen 4 weken, als u naar de hoeveelheid geproduceerde producten kijkt.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
53 Hoe vaak zijn producten afgekeurd wegens een te slechte kwaliteit;	Zeer zelden tot nooit	Zelden	Soms	Vaak	Zeer vaak tot altijd
54 Hoe vaak waren er na afloop van de productie extra werkzaamheden nodig om te zorgen dat producten de vereiste kwaliteit hadden;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
55 Hoe vaak moesten er tijdens het productie proces werkzaamheden opnieuw gedaan worden;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Zeer slecht	Slecht	Gemiddeld	Goed	Zeer goed
56 Hoe beoordeelt u de algehele kwaliteit van de door u geproduceerde producten over de laatste 4 weken.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Helemaal niet waar	Niet waar	Niet waar / niet onwaar	Waar	Helemaal waar
57 Ik moet regels overtreden om mijn werk te kunnen doen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
58 Ik heb niet genoeg tijd om aan alle veiligheidsregels te voldoen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
59 Ik moet de veiligheidsregels ruimer nemen om resultaten te boeken/mijn werk af te krijgen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
60 Ik moet risico's nemen om mijn werk te doen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

61 Wilt u in totaal 10 punten verdelen over de aspecten productiviteit, kwaliteit en veiligheid waarmee u aangeeft hoeveel tijd en aandacht u tijdens uw werk aan elk van deze aspecten heeft besteed gedurende de laatste 4 weken.

Voorbeeld: Productiviteit: 5 punten, Kwaliteit: 3 punten, Veiligheid: 2 punten.

	Productiviteit:	Kwaliteit:	Veiligheid:
62 Hoe vaak bent u het afgelopen kwartaal afwezig geweest op uw werk als gevolg van uw gezondheid? (Hieronder valt ziekte, bezoek aan dokter, ziekenhuis, psycholoog enzovoort)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Nooit	1-2 maal	3-5 maal
	Helemaal niet me eens	Niet me eens	Niet me eens / niet me oneens
63 Ik vind dat ik effectief presteer.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
64 Ik denk dat ik goed presteer.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Nooit	Zelden	Soms
65 Ik heb wel eens teveel tijd besteed aan fantaseren of dagdromen in plaats van aan werken.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
66 Ik heb wel eens langer of vaker pauze genomen dan is toegestaan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
67 Ik bruis van de energie op mijn werk	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
68 Ik toon wel eens weinig inzet voor het werk.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
69 Ik ben wel eens weg gegaan onder werktijd zonder toestemming.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			Regelmatig
			Zeer Regelmatig
			Meer dan 10 maal
			helemaal me eens
			Regelmatig
			Zeer Regelmatig

	Nooit	Zelden	Soms	Regelmatig	Zeer Regelmatig
70 Ik ben wel eens te laat op het werk gekomen of te vroeg weer weggegaan.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
71 Ik heb wel eens met opzet langzaam of onzorgvuldig gewerkt.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
72 Ik ga helemaal op in mijn werk.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
73 Ik heb wel eens onplezierige taken ontweken.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
74 Mijn werk inspireert me.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
75 Ik vind mijn baan leuk.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
76 Ik ben wel eens weg geblevven van mijn werk ook al was ik niet ziek.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
77 Ik doe wel eens alsof ik werk om een nieuwe taak of order te voorkomen.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
78 Ik heb werk wel eens uitgesteld door een sigaret te roken of met anderen te kletsen.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
79 Ik lees wel eens de krant lezen of speel computerspelletjes tijdens werkuren.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
80 Ik gebruik werktijd wel eens voor persoonlijke aangelegenheden (bijvoorbeeld het voeren van een privé telefoon gesprek)?	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
81 Ik help collega's die het druk hebben.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
82 Ik voel me mentaal uitgeput door mijn werk.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
83 Een hele dag werken vormt een zware belasting voor mij;	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
84 Ik voel me "opgebrand" door mijn werk;	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
85 Aan het einde van een werkdag voel ik me leeg;	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
86 Ik voel me vermoeid als ik 's morgens opsta en er weer een werkdag voor me ligt.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
87 Ik ben tevreden met mijn werk.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
88 Ik ben tevreden met mijn leidinggevende	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
89 Ik ben tevreden met de organisatie	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

	Ze er z eld en o f n oo it	Z eld en	S om s	R eg el m at ig	Z e er R eg el m at ig
90 Ik stel nieuwe manieren voor om te zorgen dat doelstellingen gehaald worden.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
91 Ik stel nieuwe en praktische ideeën voor om prestaties te verbeteren.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
92 Ik stel nieuwe en praktische ideeën voor om de kwaliteit te verbeteren.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
93 Ik ben een bron van creatieve ideeën.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
94 Als de mogelijkheid zich voor doet ben ik creatief tijdens het werk.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
95 Ik los problemen op een creatieve manier op.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
96 Ik heb een verfrissende en vernieuwende kijk op problemen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
97 Ik stel nieuwe manieren voor om mijn werk te doen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



Tot slot nog enkele vragen over uw persoonlijke situatie

Naam :
 Geslacht :
 Leeftijd :
 Aantal jaren werkzaam binnen organisatie :
 Type contract :
 Hoogst afgeronde opleiding:

:
 : Man / Vrouw
 :
 :
 : Voltijd / Deeltijd, ik werk .. uren per week
 : Lagere school, basisonderwijs; MBO;
 : LBO, lager Beroepsonderwijs; HBO;
 : Mulo, Ulo, mavo, vmbo; WO;
 : Havo, VWO, HBS;

Woon situatie :
 Kinderen :
 Nationaliteit :
 : Alleen/ Samen met partner / Bij ouders
 : Ja / Nee
 : Nederlandse / Anders, namelijk:

In welke mate bent u financieel afhankelijk van deze baan :
 In welke mate heeft de organisatie waar u werkt negatieve gevolgen
 ondervonden van de economisch crisis?

	Helemaal niet	Nauwelijks	Redelijk	Sterk	Volledig
Helemaal niet	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helemaal niet	<input type="checkbox"/>	Nauwelijks <input type="checkbox"/>	Redelijk <input type="checkbox"/>	Veel <input type="checkbox"/>	Heel veel <input type="checkbox"/>

Dit is het einde van de vragenlijst. Ik dank u hartelijk voor uw medewerking!

7.5. Appendix 5: Supervisor questionnaire



Beste leidinggevende,

Ik ben een student aan de Technische Universiteit van Eindhoven en ben inmiddels in de laatste fase van mijn studie beland, waarin ik ga afstuderen. Hiervoor onderzoek ik hoe medewerkers hun baan en bedrijf ervaren en wat dit voor uitwerkingen op hen persoonlijk en op hun functioneren heeft.

Voor het verzamelen van gegevens voor mijn onderzoek heb ik uw hulp nodig. Ik vraag van u of u per medewerker de bijgevoegde enquête wil invullen welke over het functioneren van uw medewerkers gaat. Het invullen van de enquête zal ongeveer 3 à 4 minuten per medewerker duren. Ik wil u vragen hierbij de situatie, tenzij anders vermeld, van de laatste 4 weken in acht nemen.

Ik vraag ook uw medewerkers een enquête in te vullen waarin zij stellingen beantwoorden welke betrekking hebben op hun baan, het bedrijf waarvoor jullie werken en hoe zij hun baan ervaren.

De gegevens zullen vertrouwelijk worden behandeld en uw naam en de namen van uw medewerkers zullen niet in het onderzoek voorkomen. Ook zullen uw medewerkers uw antwoorden niet te zien krijgen.

Echter, om uw vragenlijst en de vragenlijst die uw medewerker invult aan elkaar te kunnen koppelen, vraag ik u om op elke enquête die u invult de naam van de medewerker waarop de enquête betrekking heeft op de enquête in te vullen. U kunt de ingevulde enquêtes in de enveloppe steken en de enveloppe vervolgens gesloten bij het verzamelpunt inleveren.

Ik dank u hartelijk voor uw medewerking,

Met vriendelijke groet,
Wout Cobussen

De volgende stellingen gaan over de prestaties van medewerker X tijdens het werk gedurende de laatste 4 weken.



	Helemaal niet waar	Niet waar	Niet waar / niet onwaar	Waar	Helemaal waar
1 Hij/zij heeft de hoeveelheid geproduceerd die van hem/haar gevraagd werd.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2 Hij/zij heeft de juiste beslissingen genomen tijdens het werk.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3 Hij/zij heeft geen fouten gemaakt tijdens het werk.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4 Hij/zij heeft het werk tijdig af.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5 Hij/zij heeft zijn/haar werk gedaan zonder onnodige begeleiding van collega's of leidinggevenden.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6 Hij/zij heeft de verantwoordelijkheid genomen over zijn/haar werk.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7 Hij/zij heeft aan de algemene eisen voldaan die bij het werk horen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9 Hoe beoordeelt u de algehele productiviteit van medewerker X over de afgelopen 4 weken, als u naar de hoeveelheid geproduceerde producten kijkt.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10 Hoe vaak zijn producten afgekeurd wegens een te slechte kwaliteit;	Zeër zelden tot nooit	Zelden	Soms	Vaak	Zeër vaak tot altijd
11 Hoe vaak waren er na afloop van de productie extra werkzaamheden nodig om te zorgen dat producten de vereiste kwaliteit hadden;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12 Hoe vaak moesten er tijdens het productie proces werkzaamheden opnieuw gedaan worden;	Zeër slecht	Slecht	Gemiddeld	Goed	Zeër goed
13 Hoe beoordeelt u de algehele kwaliteit van de door u geproduceerde producten over de laatste 4 weken.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14 Hoe vaak heeft hij/zij de laatste 4 weken veiligheidsregels overtreden.	Zeër zelden tot nooit	Zelden	Soms	Vaak	Zeër vaak
15 Hoe vaak heeft hij/zij de laatste 4 weken veiligheidsregels overtreden.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

15 Wilt u in totaal 10 punten verdelen over de aspecten productiviteit, kwaliteit en veiligheid waarmee u aangeeft hoeveel tijd en aandacht u tijdens uw werk aan elk van deze aspecten heeft besteed gedurende de laatste 4 weken.

Voorbeeld: Productiviteit: 5 punten, Kwaliteit: 3 punten, Veiligheid: 2 punten.

Productiviteit: Kwaliteit: Veiligheid:

	Nooit	1-2 maal	3-5 maal	5-10 maal	Meer dan 10 maal
16 Hoe vaak is hij/zij het afgelopen kwartaal afwezig geweest op het werk als gevolg van zijn/haar gezondheid? (Hieronder valt ziekte, bezoek aan dokter, ziekenhuis, psycholoog enzovoort)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17 Hij/zij presteert effectief.	Helemaal niet mee eens	Niet mee eens	Niet mee eens / niet mee oneens	Mee eens	helemaal mee eens
18 Hij/zij presteert goed.	Nooit	Zelden	Soms	Regelmatig	Zeer Regelmatig
19 Hij/zij heeft wel eens langer of vaker pauze genomen dan is toegestaan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20 Hij/zij toont wel eens weinig inzet voor het werk.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21 Hij/zij is wel eens weg gegaan onder werktijd zonder toestemming.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22 Hij/zij is wel eens te laat op het werk gekomen of te vroeg weer weggegaan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23 Hij/zij gaat helemaal op in zijn/haar werk.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24 Hij/zij heeft werk wel eens uitgesteld door een sigaret te roken of met anderen te kletsen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25 Hij/zij gebruikt werktijd wel eens voor persoonlijke aangelegenheden (bijvoorbeeld het voeren van een privé telefoon gesprek).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26 Hij/zij helpt collega's die het druk hebben.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27 Hij/zij stelt nieuwe manieren voor om te zorgen dat doelstellingen gehaald worden.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28 Hij/zij stelt nieuwe en praktische ideeën voor om prestaties te verbeteren.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29 Hij/zij stelt nieuwe en praktische ideeën voor om de kwaliteit te verbeteren.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30 Hij/zij is een bron van creatieve ideeën.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31 Als de mogelijkheid zich voor doet is hij/zij creatief tijdens het werk.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32 Hij/zij lost problemen op een creatieve manier op.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33 Hij/zij heeft een verfrissende en vernieuwende kijk op problemen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34 Hij/zij stelt nieuwe manieren voor om zijn/haar werk te doen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Dit is het einde van de vragenlijst. Ik dank u hartelijk voor uw medewerking!

7.6. Appendix 6: Leadership strategies

Supporting

Supporting is used to build and maintain effective interpersonal relationships and is very effective when employees go through major transitions in personal lives. The leader shows consideration, acceptance, respect and concern for needs and feelings of employees. Hereby the employee often feels satisfaction with the leader.

Recognizing

The leader praises and shows appreciation to the performances, achievements and contributions of employees. The leader builds commitment by this, improves working relationships and employees' job satisfaction will increase.

Developing

By coaching and giving feedback the leader increases the skills of employees. The leaders will help people to become better in the current job and facilitates further career advancement.

Consulting

By jointly making decisions, or at least asking advice before and after making a decision, the leader makes employees feel more valued and more motivated to work toward goals. Employees have the feeling they actually have some grip on the situation.

Empowering

The leader allows employees a substantial responsibility for important tasks. The leader trusts them to make decisions on their own and therefore again employees have the feeling they have grip on a situation. Employees are more committed to decisions, since they have influence on it and responsibility for it.

Team building

In order to make teams perform better the leader increases the mutual trust of the team members, the cooperation of the team members and the identification with the team and organization.