

Master Thesis

It's only temporary!

A study about perceived temporality and the effect on
Psychological Well-being.



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Abstract

Purpose - This research focuses on the relationship between FTPO and Psychological Well-being. Next to this, this research proposes that the Need for Relatedness moderates the relationship between FTPO and Psychological Well-being. Lastly, this research proposes that the number of obligations in the Relational Psychological Contract moderates the relationship between FTPO and Psychological Well-being.

Design - This research was conducted with use of two studies. Both studies were conducted cross-sectionally with the use of a survey. The respondents were selected with use of convenience sampling. In total, more than 300 respondents participated.

Findings - The results show that FTPO is positively related to Psychological Well-being, that the Need for Relatedness does not moderate this relationship and that the number of obligations in the Relational Psychological Contract does not mediate this relationship. The results do show that FTPO is a distinct concept that differs from other time related variables, such as OCB and Intention to Quit.

Conclusion - The findings of this research suggest that an expansive FTPO is positively related to Psychological Well-being. Organizations will benefit from having employees with a good Psychological Well-being. Organizations should thus stimulate the expansive FTPO of their workers.

Keywords: Future Time Perspective in the Organization, the Need for Relatedness, Relational Psychological Contract, Psychological Well-being

Table of Contents

List of Tables	5
List of Figures.....	5
Chapter 1: Introduction	6
1.1 Context	6
1.2 Problem description	7
1.3 Research objective and research question	9
1.4 Scientific relevance	9
1.5 Societal relevance	10
1.6 Outline thesis	10
Chapter 2: Literature review	11
2.1 Theoretical background	11
2.1.1 Future Time Perspective in the Organization	11
2.1.2 Psychological Well-being.....	12
2.1.3 The Need for Relatedness.....	14
2.1.4 Relational Psychological Contract	15
2.2 Conceptual framework	17
Chapter 3: General research design and Study 1	19
3.1 General research design	19
3.2 Quality of the researches	20
3.3 Research ethics.....	20
3.4 Method Study 1	21
3.4.1 Instrument.....	21
3.4.1.1 Future Time Perspective in the Organization	21
3.4.1.2 Psychological Contract	22
3.4.1.3 Organizational Citizenship Behaviour.....	22
3.4.1.4 Job satisfaction	22
3.4.1.5 Intention to Quit.....	22
3.4.1.6 Job insecurity.....	23
3.4.1.7 Employability	23
3.4.2 Data analysis process.....	23
3.5 Results Study 1	23
3.5.1 Respondents.....	23
3.5.2 Correlations	24
3.5.3 Confirmatory Factor Analysis for FTPO.....	24
3.5.4 Regression Analysis	25
3.6 Discussion Study 1	27
Chapter 4: Study 2	28
4.1 Method Study 2.....	28
4.1.1 Sampling method and respondents.....	28
4.1.2 Instrument.....	28
4.1.2.1 Future Time Perspective in the Organization	29
4.1.2.2 Psychological Well-being.....	29
4.1.2.3 The Need for Relatedness.....	29

4.1.2.4 Relational Psychological Contract.....	29
4.1.2.5 Control variables used in study 2	29
4.1.2.6 Data analysis process.....	30
4.2 Results Study 2	30
4.2.1 Descriptive statistics and Correlations	30
4.2.2 Regression Analysis	33
4.2.3 Factor Analyses	34
4.2.3.1 Confirmatory Factor Analysis for FTPO.....	34
4.2.3.2 Exploratory Factor Analysis.....	35
4.2.4 Hypotheses testing.....	40
4.2.4.1 Hypothesis 1	40
4.2.4.2 Hypothesis 2	41
4.2.4.3 Hypothesis 3	41
4.3 Discussion Study 2	43
Chapter 5: Discussion and Conclusion	45
4.1 Discussion	45
4.1.2 Theoretical implications	45
4.2 Practical implications and limitations	47
4.2.1 Practical implications	47
4.2.2 Limitations and directions for future research	48
4.3 Conclusion.....	49
References.....	51
Appendices.....	61
Appendix 1: Used survey study 1	62
Appendix 2: Used survey study 2	67
Appendix 3: SPSS tables study 1	71
Appendix 4: SPSS tables study 2	78

List of Tables

1. FTPO scale	21
2. Correlation table with descriptive statistics of study 1	24
3. Results of the regression analyses used to test if FTPO has additional predictive value	26
4. Correlation table with descriptive statistics of study 2	32
5. Results of the regression analyses used to test if FTPO has additional predictive value	34
6. Results of the reliability analyses after EFA	36
7. Results of the Exploratory Factor Analysis	37
8. Comparison of Cronbach's Alpha before and after EFA.....	40
9. Results of the hypotheses.....	42

List of Figures

1. Conceptual model	18
2. Outcome of mediation analysis	43

Chapter 1: Introduction

This chapter introduces the topic of this thesis and explains the practical & scientific relevance. First, the context of the topic is described. Second, a problem description is given. Next to this, the research question of this thesis is listed. After this the practical and scientific relevance are explained. This chapter is closed with an outline of this thesis.

1.1 Context

Since the 1980's, researchers have identified a growth in temporary employment. According to De Cuyper, De Jong, De Witte, Isaksson, Rigotti, & Schalk (2008), it can be seen as one of the most spectacular and important evolutions in Western working life. Benach, Amable, Muntaner & Benavides (2002) mention that standard, full time permanent jobs with benefits has being replaced with temporary work and other non-standard work arrangements. These arrangements are characterized by reduced job security, lower compensation, and impaired working conditions (Benach, Amable, Muntaner & Benavides, 2002).

According to CBS (2019), the number of employees with a temporary employment relationship in the Netherlands has increased from 1.1 million to almost 2 million employees in 2018. The growth in temporary employment is mainly driven by employers' demand for more flexibility and innovation on the one hand, and by their wish to reduce labour costs and administrative complexity on the other hand (De Cuyper et al., 2008).

Virtanen, Kivimäki, Joensuu, Virtanen, Elovainio & Vahtera (2005) state that the flexible labour market follows a core-periphery structure. In the core are those employees with a relatively secure labour market status. The core is surrounded by layers of a 'buffer work force'. This second layer includes the employees with more unstable and insecure work arrangements that carry higher risks of unemployment and social disadvantages. Potential psychosocial and material pathways through which temporary employment can health damages are erosion of income, job insecurity, deficient benefits and on-the-job-training, lack of prospects for promotion and exposure to hazardous work conditions (Virtanen et al., 2005). Next to this, the health effect of temporary employment may also be dependent on the degree of instability in a temporary job, it may be outcome-specific and it may depend on the social and environmental context (Virtanen et al., 2005). This study of Virtanen et al. (2005) finds differences between temporary workers and permanent workers with regards to health. However, a recent study of CBS shows that temporary contracts or permanent contracts have no different effect on well-being of the employee (NOS, 2020). Temporary work does not lead to more well-being issues compared to permanent work. This outlines the fact that the results of the studies regarding temporary employment and health are often conflicted.

The increase in use of temporary employment was thus not initiated or desired by employees and this has raised concerns about the impact of temporary employment on the individual employee.

This concern has fuelled a lot of psychological research aimed at comparing temporary and permanent workers on employees' attitudes, well-being and behaviour (De Cuyper et al., 2008). Well-being can be split in subjective well-being and psychological well-being (Disabato, Goodman, Kashdan, Short & Jarden, 2016). Subjective well-being is about how satisfying one evaluates his or her life to be (Disabato et al., 2016) while psychological well-being is about positive functioning (Ryff & Singer, 1998). The most common descriptor of positive functioning is having quality relationships with others (Ryff, 1989). In this research, the focus lies on psychological well-being since the type of work contract will likely influence how one functions more than how satisfied one is with life as satisfaction with life does not only depend on work.

1.2 Problem description

As introduced above, a lot of research investigated the consequences of labour market contracts on individual well-being. This was done by using several indicators such as job satisfaction, life satisfaction and health. Results seem to indicate adverse consequences of flexible contracts on all employee measures (Carrieri & Robone, 2012; Virtanen, Kivimäki, Elovainio, Vahtera & Ferrie, 2003; Sverke, Gallagher & Hellgreen, 2000; Ehlert & Schaffner, 2011). In order to end up with the research question, some mixed results will be explained for temporary and permanent workers. This is in order to indicate the importance of researching the psychological aspects.

First, the prospects for permanent and temporary workers differ. De Cuyper, Notelaers and De Witte (2009) state that most temporary workers have the intention to turn their temporary employment contract into permanent employment within the same organization. Most temporary employees therefore see their temporary employment as a temporary stage. This intention is made clear by temporary workers by showing their potential to their employer and they try to excel at their work in order to increase their chances of permanent employment (De Cuyper & De Witte, 2010; Clinton, Bernhard-Oettel, Rigotti & De Jong, 2011). Second, there are also differences for temporary employees and permanent employees with regards to job insecurity. Van Vuuren, de Jong and Smulders (2019) state that job insecurity is a personal concern about the future of the job and that there is a negative relationship between subjective job insecurity and self-rated performance. This relationship is stronger for permanent workers than for temporary workers. This research indicates that job insecurity has larger implications for permanent workers than for temporary workers. When a permanent employee feels as if his time in the organization is limited, this will have a bigger impact on his performance than it has for temporary workers. Temporary workers often see job insecurity as a part of their contract and know this on beforehand.

Thus, the illustrations above indicate mixed results with regards to temporary and permanent workers. One reason for this could be psychological differences between temporary and permanent workers as research has proven that contract type influences the well-being of an employee (De Cuyper & De Witte, 2010). No research has been done on the cognitive perceptions of workers. These

perceptions are important to study since an employee can be in a temporary employment contract but may feel that they will develop a long-term employment relationship with their employer, while an employee on a permanent contract may feel that he/she is only in a temporary relationship with their employer and will seek employment elsewhere in the near future. Perceived temporality can have large effects on employee outcomes but not much is known about this. In this research, this cognitive perception is operationalised as perceived temporality (FTPO). In this research, the definition of FTP by Korff & Biemann (2017) will be adapted to the organizational context. Hereafter, FTPO will be used which describes individuals' subjectively experienced idea of the amount of time they have left in the organization and the influence of this perspective on their present behaviour.

This research will first focus on the basic relationship between FTPO and Psychological Well-being. This will contribute to solving the above-mentioned problem as this will explain whether the cognitive perception of permanent and temporary workers has a different effect on their psychological well-being. FTPO is an individual cognitive perception and how an individual perceives his time left in the organization will affect their individual psychological well-being. Demiray and Bluck (2014) found that a less expansive FTP in young and middle-aged adults predicts lower overall well-being. A more expansive FTP predicts higher overall well-being in the workplace (Kooij, de Lange, Jansen, & Dijkers, 2013). Psychological Well-being is chosen as the dependent variable since there is still much unknown about psychological well-being and what determines it. In this research, a new perspective will be used that will research whether feeling temporary affects an individuals' psychological well-being, by looking at individuals' Need for Relatedness and the obligations in the Relational Psychological Contract. This has not been done before, but this is important to research as feeling temporary can reduce feelings of belongingness and the amount of relationships a person has. Next to this, it can reduce the feeling of positivity which is important for an individuals' psychological well-being. It is interesting to research this because it could provide more insight into the conflicting results of previous studies that are mentioned before as those researches did not take into account the psychological differences between permanent and temporary workers. For this research, a relational perspective will be used as this research will elaborate on whether and how this basis relationship can be explained through relational aspects, namely the Need for Relatedness and the Relational Psychological Contract. The focus on relational aspects is important because there might be a difference in how temporary workers and permanent workers feel about their time left in the organization and thus being part of a team and whether or not to invest in social relationships. These social aspects are operationalised by the Need for Relatedness and the Relational Psychological Contract. This research will test whether the basic relationship is moderated by the Need for Relatedness. Temporary workers have a short-term status that implies that their focus is not on developing positive interpersonal relations (Rink & Ellemers, 2009). Contradictory, permanent newcomers often have a long-term group membership in mind and they are thus more

interested in gaining acceptance and in investing in relationships with other group members (Thomas-Hunt & Gruenfeld, 1998). Feeling temporary could decrease the social expectations a person has, but if that same person has a high Need for Relatedness, feeling temporary could decrease their Psychological Well-being. Thus, feeling part of something for a short period of time can negatively influence an individual's social relationships. Therefore, for this research is chosen to focus on the moderating role of the Need for Relatedness. This research will also test whether the basic relationship is mediated by the number of obligations in the Relational Psychological Contract. Previous studies have shown that the Psychological Contract content of temporary agency workers tends to be narrower than that of permanent workers: they consider the company to have fewer obligations toward them (Guest, 2004). This could indicate that workers who feel temporary also expect less obligations of the employer. Since the Transactional Psychological Contract is most often present and this is the most basic Psychological Contract, for this research is chosen to focus on the Relational Psychological Contract and the number of obligations that are expected.

1.3 Research objective and research question

The majority of the research on temporary and permanent employment focuses on the legal contract between employee and employer and not on the perception of workers about their temporality. The objective of this research is thus: *'Gain insight into the relationship between perceived temporality and psychological well-being'*. This will generate more knowledge about whether feeling temporary reduces an individual's psychological well-being and how relational aspects influence this relationship.

Derived from the research objective, the following research question has been developed: *'To what extent does the FTP in the Organization associate with Psychological Well-being and to what extent is this association moderated by the Need for Relatedness and to what extent is this association mediated by the number of obligations of the Relational Psychological Contract?'*

1.4 Scientific relevance

This thesis contributes to the theoretical development of the literature on perceived temporality and psychological well-being since this research will focus on the cognitive perception of workers and this has not been done before. By examining this cognitive perception, this thesis contributes to filling a scientific gap by expanding the existing knowledge about temporality. This research will contribute to the fields of research about psychological well-being, relatedness and perceived temporality. With regards to temporality, this research will generate more theory on perceived temporality as this research will make use of a new scale and focus on a moderator and mediator that have not been linked to FTPO before. This research will create a new measurement scale for temporality. This research builds on Zacher & Frese (2009) by adjusting their FTP scale to the organizational context in order to measure

time in the organization. With regards to Relatedness, this research will explain how relatedness affects psychological well-being and how temporality plays a role in this. This research tests whether the mediation effect of the Need for Relatedness proposed by Yeung, Fung & Lang (2007) can also be used as a moderator effect. With regards to Psychological Well-being, this research will give insights on how temporality affects psychological well-being and about what the desired FTPO of an individual is. This research extends the research of Demiray and Bluck (2014) who found that a less expansive FTP in young and middle-aged adults predicts lower overall well-being as this research will determine if the same applies for Psychological Well-being.

1.5 Societal relevance

This thesis gathers insight in the effect of perceived temporality on psychological well-being. The results of this research will show whether the Need for Relatedness moderates the relationship between FTPO and Psychological Well-being. Next to this, the results will show whether the Relational Psychological Contracts moderates the relationship between FTPO and Psychological Well-being. The results are relevant for society since it can give managers insight in the desired FTPO of their employees as this research will indicate which FTPO is most beneficial for the psychological well-being of a person. A manager can then try to stimulate this FTPO perspective by adjusting their practices to this. Next to this, it can give managers insight in how having personal relationships affects psychological well-being and how managers can buffer this effect.

1.6 Outline thesis

This thesis consists of five chapters. The introduction is seen as the first chapter. The second chapter contains the literature review. This chapter elaborates more on the existing literature on the Future Time Perspective, Psychological Well-being, the Need for Relatedness and the Relational Psychological Contract. In chapter three, the general research design of the studies is discussed and the methodology & results of study 1 are given. In chapter 4, the results of study 2 are discussed. After this, in chapter five the discussion section is written, and a conclusion is given. At the end of the report, the reference list and the appendices are listed.

Chapter 2: Literature review

In this chapter, the key concepts of this study will be explained, and the hypotheses will be formulated. In section 2.1, FTPO, Psychological Well-being, the Need for Relatedness and the Relational Psychological Contract will be discussed. This chapter will be closed with the conceptual model in section 2.2.

2.1 Theoretical background

In this section, the existing literature on FTPO, Psychological Well-being, The Need for Relatedness and the Relational Psychological Contract will be discussed.

2.1.1 Future Time Perspective in the Organization

Studying the human perception of the future is commonly examined nowadays and the research is examined under the heading of Future Time Perspective (hereafter, FTP). FTP describes individuals' subjectively experienced idea of the amount of time left in their lives and the influence thus has on their present behaviour (Korff & Biemann, 2017). FTP is focused on the individual perception of time instead of the actual physical passing of time. The more focused the FTP of an individual is on the future, the more goals and plans to reach those goals the individual has (Simons, Vansteenkiste, Lens & Lacante, 2004). The Socioemotional Selectivity Theory (hereafter, SST) predicts that individuals select their goals in relation to their perception of the future as open-ended or limited (Lang & Carstensen, 2002). With an open-ended FTP, individuals see their future as long and full of goals and opportunities. With a limited FTP, individuals see their future as short and full of constraints and limited possibilities (Zacher & De Lange, 2011). According to SST (Carstensen, 2006), individuals with an open-ended FTP typically focus more on external goals that are aimed at optimizing the future and they feel as if they have a lot of time to reach those goals. However, individuals with a limited FTP focus more on emotionally meaningful goals and achieving short-term benefits (Lang & Carstensen, 2002). When an individual is not able to achieve his or her goals, this will cause higher levels of stress and therefore lower levels of physical, social and economic well-being (Maier, Makwana & Hare, 2015). Next to this, when a person is stressed, this will have a negative effect on the individuals' ability to achieve the goals (Starcke & Brand, 2012). As intrinsic goals are harder to achieve than extrinsic goals, a limited FTP with a focus on emotional goals could thus cause more stress and have a negative effect on psychological well-being (Vansteenkiste, Simons, Soenens & Lens, 2004).

FTP has often been researched in relation to age. According to SST (Lang & Carstensen, 2002) there are differences in the selection of goals based on age. SST mentions that younger people perceive time as open-ended and they will be motivated by growth or knowledge-related goals that could be useful in the distant future. Older people however perceive time as limited and will focus on the short-

term goals (Carstensen, 2006). However, Van Solinge and Henkens (2009) found that when older employees have a more open-ended FTP, they intend to retire later.

FTP has also been researched in connection with motivation. According to Kooij, Bal & Kanfer (2014), an open-ended FTP can influence the intrinsic motivation to continue working. The SST mentions that the relationship between age and motivation are explained by the perception of time rather than by chronological age (Carstensen, 1995). When looking at extrinsic motivation, age and FTP, older people are less dependent on extrinsic rewards and younger people are more dependent on extrinsic rewards. Kanfer and Ackerman (2004) state that when the FTP of an individual is more limited, the importance of extrinsic motives declines.

However, research about FTP in the workplace is limited (Cate & John, 2007; Seijts, 1998; Zacher & Frese, 2009). This research will focus on the perception of workers with regards to the time they have left in the organization. For example, a temporary worker who feels as if he is in an organization for a short period of time will have a limited FTPO while a temporary worker who feels as if he is in an organization for a long period of time will have an open-ended FTPO. A permanent worker who feels as if he is in an organization for a short period of time will have a limited FTPO while a permanent worker who feels as if he is in an organization for a long period of time will have an open-ended FTPO.

2.1.2 Psychological Well-being

According to the World Health Organization, impaired psychological well-being is one of the most important causes of reduced job involvement and absenteeism at the workplace (Harnois & Gabriel, 2000). Psychological well-being is often explained as the overall effectiveness of an individual's psychological functioning (Gechman & Weiner, 1975; Jamal & Mitchell, 1980). Psychological well-being has three characteristics. First, psychological well-being is a phenomenological event (Diener, 1994) meaning that people are happy when they believe themselves to be happy. Second, psychological well-being involves emotions. In particular, psychologically well people are more likely to experience positive emotions and less likely to experience negative emotions (Diener & Larsen, 1993; Larsen & Diener, 1992). Third, psychological well-being refers to one's life as a whole (Diener, 1994).

Psychological well-being influences the individual and the organization. At individual level, research on psychological well-being has shown that psychological well-being will improve employee attention, thought processes and action (Fredrickson & Joiner, 2002), increase an employee's problem solving skill's (Cartwright & Cooper, 2008) and decrease the likelihood of employees interpreting information as threatening (Seidlitz & Diener, 1993). At organizational level, research showed that psychological well-being in the workplace is a predictor of employee retention, organizational profits, customer loyalty, less workplace accidents (Harter, Schmidt & Hayes, 2002; Harter, Schmidt, Asplund, Kilham & Agrawal, 2010) and decreased sick leave (Darr & Johns, 2008).

A good psychological well-being is thus important for the reasons mentioned above. Impaired psychological well-being can be caused by psychological strain (Taris, Le Blanc, Schaufeli & Scheurs, 2005). Any job which requires emotional labour as a job demand should also have enough adequate resources. This is in order to make sure that the negative emotional transactions are buffered in order to promote psychological well-being in employees (Chrisopoulos, Dollard, Winefield & Dormann, 2010). The job demands-resources model (JD-R model) explains how this occurs in the workplace. The JD-R model describes that burnout and work engagement are products of two categories of work characteristics that are present at every workplace: job demands and job resources (Demerouti, Bakker, Nackreiner & Schaufeli, 2001; Bakker & Demerouti, 2007; Schaufeli, Bakker & Van Rhenen, 2009). Job demands are the physical, social or organizational requirements of a job. Job demands require sustained psychological exertion. The psychological exertion needed to deal with these job demands is associated with psychological costs. Job resources on the other hand are the physical, social and organizational aspects of a job that enable an employee to achieve work-related goals and promote personal growth and development, while minimizing the associated psychological costs (Xanthopoulou, Bakker, Demerouti & Schaufeli, 2007). Job resources are needed since they act as a mediating force between job demands (Schaufeli & Bakker, 2004). Previous research suggests that job resources promote work engagement via positive effects on employees' perceived control at work, increased organizational-based self-esteem (Mauno, Kinnunen & Ruokolainen, 2007), perceived managerial support and perceived resources and communication within the organization (Hakanen, Bakker & Schaufeli, 2006). The JD-R model predicts that job demands will lead to burnout and that job resources will lead to work engagement (Demerouti et al., 2001).

Psychological Well-being has been researched before in relation to FTP. Demiray and Bluck (2014) found that a less expansive FTP in young and middle-aged adults predicts lower well-being. A more expansive FTP predicts higher well-being in the workplace (Kooij, de Lange, Jansen, & Dijkers, 2013). This could be due to the fact that individuals with a limited FTPO are more focused on intrinsic & emotional goals. This could cause more stress and have a negative effect on psychological well-being (Vansteenkiste, Simons, Soenens & Lens, 2004). Individuals with an expansive FTPO focus on external goals and feel as if they have the time to reach those goals (Carstensen, 2006). This is less stressful and therefore an expansive FTPO has a positive effect on psychological well-being. As these results indicate, a more expansive FTP indicates better well-being in the workplace. Next to this, previous research showed that having a positive view on your future in the organization, thus an expansive FTPO, will lead to higher motivation and performance (Cate & John, 2007; Van Calster, Lens & Nuttin, 1987), due to the fact that positivity leads to better well-being. The expectation is that the same applies to Psychological Well-being. When a worker has a more expansive FTPO, the expectation is that this will lead to better Psychological Well-being and a limited FTPO will lead to less Psychological Well-being.

H1: The level of *FTP in the Organization* is positively related to *Psychological Well-being*.

2.1.3 The Need for Relatedness

Humanity shows that people are curious, vital, and self-motivated. At their best, people are agentic and inspired, they strive to learn; they extend themselves; they master new skills; and they apply their talents responsibly. This suggests some very positive and persistent features of human nature. Yet, it is also clear that the human spirit can be diminished or crushed easily and that individuals sometimes reject growth and responsibility (Ryan & Deci, 2000). The Self Determination Theory (hereafter, SDT) is about human motivation and personality. It highlights the importance of humans evolved inner resources for personality development and behavioural self-regulation. Growth tendencies and innate psychological needs are the basis for self-motivation and personality integration. According to the SDT (Ryan & Deci, 2000), people have three basic psychological needs: competence, relatedness and autonomy. These three needs are essential for facilitating optimal functioning of the natural propensities for growth & integration and for constructive social development and well-being. Competence is about controlling one's career and experiencing mastery in a career, Relatedness is about the universal want to interact, be connected and to experience caring for others and Autonomy is about the desire to be the agent of your own life and act in harmony with yourself (Ryan & Deci, 2000). For this research, the focus lies on the Need for Relatedness since the focus is on relational aspects as those tend to differ for permanent and temporary workers.

According to Lin (2016), how connected people desire to feel with other social entities differs per individual. Some people prefer to maintain a distance from others while others desire close connections. Following the logic of the SDT (Ryan & Deci, 2000), different levels of the Need for Relatedness among people indicates that different levels of social interaction will satisfy their social needs that are vital to psychological well-being and social satisfaction. The Relatedness aspect tends to be different for temporary workers than for permanent workers. A study by Wilkin, de Jong, & Rubino (2017) showed that temporary workers have sparser social networks compared to permanent employees. Temporary workers are more likely to go to permanent workers for advice and support, whereas permanent workers prefer to exchange more resources with other permanent workers, rather than with temporary workers. Next to this, temporary workers have a short-term status that implies that temporary newcomers have more freedom to express their own opinion, as they are primarily concerned with meeting specific task demands (Kalleberg, Reynolds, & Marsden, 2003). Contradictory, permanent newcomers often have a long-term group membership in mind, and they are more interested in gaining acceptance and investing in relationships with other group members (Thomas-Hunt & Gruenfeld, 1998).

Satisfaction of the Need for Relatedness has been shown to be positively related to Psychological Well-being (Vansteenkiste, Lens, Soenens & Luyckx, 2006). Next to this, individuals with expansive FTP reported a higher level of happiness. Happiness is used as an indicator of

Psychological Well-being. This reveals the positive effect of an expansive FTP on Psychological Well-being. On the other hand, women with a more limited FTP reported higher levels of happiness when they had fewer close friends in their social networks than did those people with more close friends (Even though this indicates a mediation relationship between FTP, the Need for Relatedness and Psychological Well-being, this research will test whether the Need for Relatedness can also be used as a moderator so whether the effect of FTPO on Psychological Well-being depends on the level of the Need for Relatedness. When following the logic of Ryan & Deci (2000) that different levels of the Need for Relatedness among people indicates that different levels of social interaction will satisfy their social needs, it could be argued that for someone with a temporary feeling and a high Need for Relatedness, the effect of FTPO on Psychological Well-being will be larger than for someone with a low Need for Relatedness as social relationships are important to that individual in order to be happy. Therefore, a moderation model will be tested.

H2: *The Need for Relatedness moderates the relationship between the FTP in the Organization and Psychological Well-being, in a way that this relationship is stronger for those with a high Need for Relatedness.*

2.1.4 Relational Psychological Contract

According to Braithwaite & Schrodtt (2014) the relationship between an employee and their employer is based upon a voluntary social exchange. Social exchange can be defined as “voluntary actions of individuals that are motivated by the returns they bring from others” (Blau, 1964, p. 91). Social exchange requires social interactions of both parties and obligations are developed (Cropanzano & Mitchell, 2005) and thus the relationship between employee and employer is characterized by reciprocity (Gouldner, 1960). A description of reciprocity according to Gouldner (1960), is that when others fulfil their obligations towards you, you have to fulfil your obligation towards them and when this is completed, this will create new obligations for them. The content of the exchange between employer and employee is important and this reflected in the psychological contract between employee and employer (Robinson, Kraatz & Rousseau, 1994).

Rousseau (1989, p. 123) introduced the following definition of the psychological contract: “the psychological contract is an individual's belief in the terms and conditions of a reciprocal exchange agreement between the focal person and another party. A psychological contract emerges when one party believes that a promise of future returns has been made, a contribution has been given, and thus, an obligation has been created to provide future benefits”. Rousseau (1989) made a distinction between two types of psychological contracts: transactional and relational psychological contracts. The transactional psychological contract is more short-term and focused on economics. Both the employer and the employee have limited involvements and the employees don't feel loyal or committed to the

organization (Chambel, Lorente, Carvalho & Martinez, 2016; McDonald & Makin, 2000). Obligations of the employer are to provide adequate compensation, to provide short-term work guarantee and to provide a safe workplace environment. The obligation of the employee is to provide the required performance (Taylor, Darcy, Hoyer & Cuskelly, 2006). The relational psychological contract however is focused on the long-term and the employees do feel involved and committed towards the organization in exchange for job security provided by the employer (Rousseau, 1989; Cooper, Stanley, Klein & Tenhiälä, 2016; McDonald & Makin, 2000; Chambel et al., 2016). The number of obligations in a relational psychological contract is higher than the number of obligations in a transactional psychological contract. Obligations of the employer are to guarantee long-term job security, to provide training & development and to provide a sense of continuity and the obligations of the employees are to be loyal and committed (Taylor et al., 2006). McDonald & Makin (2000) state that relational psychological contracts result in higher commitment towards the organization. If a relational psychological contract is violated, it is likely to result in the aggrieved party withdrawing their willingness to go the extra mile for the other and their willingness to be a good organizational citizen (Moorman, 1991). This does not apply to transactional psychological contracts.

According to Cooper et al. (2016) the content and type of social exchange and psychological contract differs for different employment forms. When looking at the difference in psychological contract for the different legal contracts, Rousseau (1995) argues that temporary agency workers have a more transactional psychological contract, while permanent workers have a more relational psychological contract. This is in line with the research of De Cuyper et al. (2008) who state that temporary agency workers have a short-term contract which is more transactional in nature, while long-term contracts are more likely to develop a relational psychological contract. Permanent and temporary workers also have different perceptions of psychological contract breach. De Jong, Schalk & De Cuyper (2009) showed that permanent workers are more likely to experience psychological contract breach by the organization than temporary workers. First, this could be explained by the fact that the expectations of permanent workers are more easily violated due to the fact that their psychological contract includes more expectations than the psychological contract of temporary workers. Second, this could be explained by the fact that temporary workers have a shorter employment duration and they don't always consider the organization's failure to fulfil the psychological contract as a breach of contract.

According to Sels, Janssens & Van Den Brande (2004) there are six dimensions of a psychological contract. One dimension is the time frame and this dimension is about the perceived duration of the employment relationship (Rousseau & McLean Parks, 1993). According to Sels, Janssens, Van Den Brande & Overlaet (2000) indicators of a long-term relationship are job security, promotion based upon seniority and little external mobility. This is more common for permanent workers. Indicators of a short-term relationship are job mobility, 'employment at will' and a boundaryless career (Rousseau, 2000; Ang, Tan & Ng, 2000). This is more common for temporary

workers. This time frame dimension can be linked to FTPO. Another dimension of the psychological contract is the scope (Sels, Janssens & Van Den Brande, 2004). This refers to the extent to which the boundary between one's employment relationship and other aspects of one's life is seen as permeable (McLean Parks, Kidder & Gallagher, 1998). A narrow scope is based on a strict distinction between work and personal life, an economic relationship and low job involvement (Rousseau, 2000; Sels et al., 2000). This is more applicable to temporary workers. A broad scope however is indicated by the employers' concern for the family situation of the employee and extra role behaviour (Ang et al., 2000; Krausz, 2000). This is more applicable to permanent workers. Guest (2004) showed that the psychological contract content of temporary agency workers tends to be narrower than that of permanent workers as they consider the company to have fewer obligations toward them.

Researchers have pointed to the essential role of FTP in the development of psychological contracts (Bal, De Lange, Jansen & Van Der Velde, 2008; Ng & Feldman, 2009). However, no empirical research has yet been published on the role of FTP in psychological contracts. Research suggests that people with a temporary contract have a more transactional psychological (Rousseau, 1995) and that they expect less obligations of the employer (Guest, 2004). This indicates that social relationships take time to develop and that they come with more obligations. It could be argued that a temporary worker invests less in social relationships as their time in the organization is limited. Following the logic of (Guest, 2004) that a temporary worker expects less obligations in the psychological contract of the employers' side than a permanent worker does, this research will test whether this relationship also counts for feeling temporary. Does an employee who feels as if he is in an organization for a short period of time expect less obligations of the Relational Psychological Contract of the employers' side? And therefore: does employee who feels as if he is in an organization for a long period of time expect more obligations of the Relational Psychological Contract of the employers' side? Therefore, a mediation model will be tested for the Relational Psychological Contract.

H3: *The number of obligations in the Relational Psychological Contract positively mediates the relationship between the FTP in the Organization and Psychological Well-being.*

2.2 Conceptual framework

In this section, the conceptual model of this research is presented. The goal of this research is to gain insight into the relationship between FTPO, Psychological Well-being, the role of the Need for Relatedness and the Relational Psychological Contract. In order to reach this goal, a moderation and a mediation model is proposed. This conceptual model can be found in figure 1. The direct relationship is reflected in hypothesis 1, the moderation model is reflected in hypothesis 2 and the mediation model is reflected in hypothesis 3.

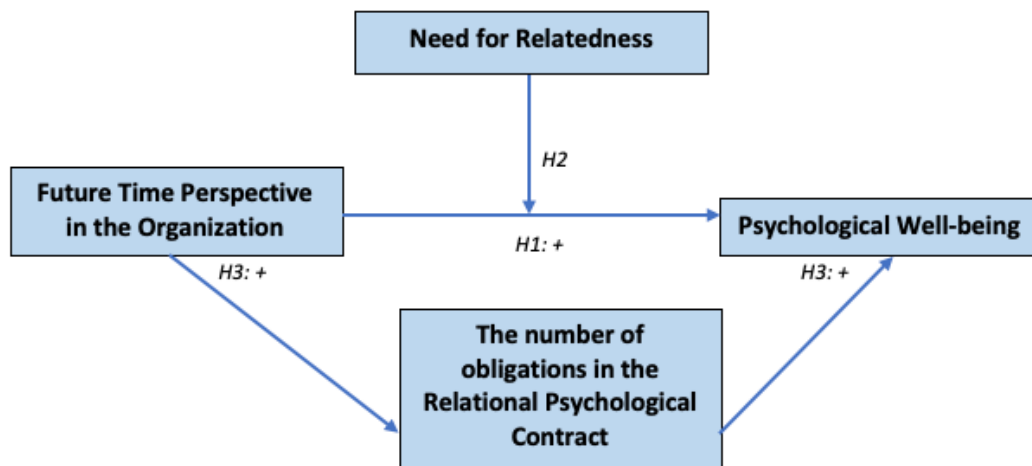


Figure 1: Conceptual model

Chapter 3: General research design and Study 1

This chapter starts with the general research design, the quality of the researches and the research ethics. After this, the methodology of study 1 is explained. Next to this, the results of study 1 are explained.

3.1 General research design

The research that has been conducted entails a combination of two research types: descriptive and correlational. Descriptive research establishes a factual picture of the issues under investigation; FTPO and the other variables were measured separately. Next to this, the relationships between the variables were identified with use of correlational research. Both descriptive and correlational research are quantitative research methods. Quantitative data was used for theory testing as quantitative research is used to test, confirm or reject hypotheses based on theory (Newman & Benz, 1998). The quantitative instrument that was used for this study is a survey (Healy & Perry, 2000). According to Bryman & Cramer (2002), a survey was suited in order to reveal relationships between the variables. This research was conducted with use of 2 studies. The studies will be explained below.

For the first study, the bachelor students of the education Business Administration conducted a survey in context of their educational course Project Bedrijfskunde. This survey was based on 16 variables, such as FTPO, psychological contract content, intention to quit and commitment. The author decided to make use of this data set in order to determine whether FTPO added additional variance on top of the other time related variables. As FTPO is a new concept, the statistical value of this concept has not been determined. By adding FTPO on top of other time related variables, the researcher was able to see if it explains more variance. The purpose was to see whether FTPO is a statistically significant new concept and therefore to state the importance of the perception of temporality. The data of this research was provided by the master thesis supervisor.

For the second study, the researchers in the thesis circle conducted a collective survey in context of their master thesis. For this researcher, the survey focused on FTPO, the Need for Relatedness, Psychological Well-being and the number of obligations in the Relational Psychological Contract. The other students also included their variables, such as OCB, impression management and home-work demands, but not all of these variables were used for this specific research.

Both researches were done cross-sectionally, meaning that it was done at one point in time (Hulley, Cummings, Browner, Grady & Newman. 2007). For the researches, the non-probability sampling method was used. This sampling method entails that each respondent had the same chance of being selected for the research. The surveys for study 1 and 2 were published online, each respondent could choose whether or not to participate in the researches. This is also known as convenience sampling (Fricker, 2016). A strength of this approach is that it is very convenient in order to reach many possible respondents at once. Next to this, respondents can fill in the survey at a time that suits them well so the boundary to participate is less high. A weakness of this approach is that it can be expected that many of

the respondents are in the age category of the researchers. This will cause low diversity in age and therefore biased data perhaps.

The two studies build on each other as the researcher will compare the results of both studies. Study 1 analysed the statistical value of FTPO by conducting regression analyses and these analyses were repeated in study 2. This way, the researcher could see whether FTPO is of importance in both data sets or whether the importance depended on the respondents.

3.2 Quality of the researches

The quality of this research depends on multiple factors. First of all, the internal validity is important. The internal validity entails the extent of measuring what you intended to measure (Bleijenberg, 2015). For this research, two different studies were conducted. Both studies were conducted cross-sectionally. Since this research made use of two studies with the same approach, the researcher could not check for causality. The researcher conducted the same regression analysis for both studies, in order to compare the outcomes. This increases the internal validity of this research. Second of all, the reliability is important. A high score on reliability indicates that the results of the research would be the same if repeated by a different researcher (Bleijenberg, 2015; Vennix, 2011). This research used existing scales, so a different researcher is able to conduct the same survey, which increases the reliability of this research. Next to this, the researcher conducted Exploratory Factor Analyses and Reliability Analyses for the variables. This was done in order to check the internal consistency of the scales and this increases the reliability of this research.

3.3 Research ethics

According to Anderson (2013), ethics refer to the general assumption of what people are 'ought' or 'ought not' to do. When applying this to research, it is about the loyalty towards a code of behaviour in relation to the respondents of the research or the people affected by the research (Anderson, 2013). Anderson (2013) mentions three ethical issues that researchers should pay attention to.

The first ethical issue is the confidentiality of a study. This refers to the fact that the gathered data will not be shared with people that are not authorized to read it (Anderson, 2013). The researches suffice with this issue. First of all, the respondents of the surveys got an introduction stating that the gathered data would be used for research, a bachelor education assignment and a master thesis only before starting the survey. Next to this, the respondents were informed that the researchers are students and that they would handle the data confidentially, that the information would be stored in a secure place and that the results would be processed anonymously.

The second ethical issue is the dignity and well-being of the participants. A research should not cause distress, harm or embarrassment to anyone involved in the research (Anderson, 2013). The researches suffice with this issue as well due to the fact that participation in this research was

anonymously, the surveys were filled in online and the respondents were able to withdraw from this research at any point in time.

The third and last ethical issue is the research integrity. This issue entails that a researcher should use facts for interpretation and not their own experience (Anderson, 2013). The researches suffice with this issue since this research gathered quantitative data, so the statements made were based on factual data. Finally, the results of this research were checked by the supervisor as well and this increased the integrity.

3.4 Method Study 1

3.4.1 Instrument

This survey was created by bachelor Business Administration students in context of their educational career. At the beginning of the survey, an introduction is written that states how long the survey will take, why this survey will be conducted and by who. Next to this, the privacy regulations will be stated. Finally, some personal information of the respondent will be asked: age, gender, educational level, work hours per week, tenure and type of contract. For this research, 16 subjects were included in the survey; such as: FTPO, OCB, Intention to Quit and the Psychological Contract. Each subject consisted of close-ended questions. Only some variables were used in the analyses. These variables are also time related, so the researcher was able to see the added value of FTPO. The survey can be found in appendix 1.

3.4.1.1 Future Time Perspective in the Organization

As FTPO is a new concept, there was no existing scale that could be used in this research. Therefore, it was decided to adjust the scale proposed by Zacher & Frese (2009) about FTP to the organizational context. This way, a new scale for FTPO was created. Each student translated the original Dutch FTP scale into an English FTPO version. After this, the most fitting translation was chosen. The new scale consists of 10 items focused on FTPO. The first 5 statements represent the opportunity dimension and the last 5 questions represent the time dimension. These items were scored on a 5-point Likert scale, ranging from 1 (completely disagree) to 5 (completely agree). An example item is: 'Many opportunities await me in my future at this organization'. The FTPO scale can be found in table 1 below.

Item	Statement
1	Many opportunities await me in my future at this organization.
2	I expect to set many new goals in my future at this organization.
3	My future at this organization is full of possibilities.
4	I could do whatever I like in my future at this organization.
5	I only have limited possibilities in my future at this organization.

- 6 I have lots of time to make new plans for my life at this organization.
- 7 Most of my life at this organization lies before me.
- 8 My future at this organization seems infinite to me.
- 9 I have the feeling that my time at this organization is running out.
- 10 I have the feeling that my time at this organization is limited.

Table 1: FTPO scale

3.4.1.2 Psychological Contract

To measure the obligations of the employers' side in the Psychological Contract, the part of the PSYCONES questionnaire (Isaksson, Bernhard, Claes, De Witte, Guest & Krausz, 2003) that focuses on employer obligations was used. This part consists of 12 items. These items ask respondents about whether they see certain variables as employer obligations and whether the promises of the employer are kept. These items were scored on a 6-point Likert scale ranging from 1 (no) to 6 (yes, and promise fully kept). An example item is: 'to provide you with interesting work'.

3.4.1.3 Organizational Citizenship Behaviour

To measure the OCB of the respondents, the scale by Lee and Allen (2002) is used. Of this scale, 6 items were used for this research. These items ask respondents about whether the respondents are proud to work for the organization and whether they show loyalty towards the organization. These items were scored on a 5-point Likert scale, ranging from 1 (completely disagree) to 5 (completely agree). An example item is: 'I show loyalty towards the organization'.

3.4.1.4 Job satisfaction

To measure Job Satisfaction, the scale of Price (1997) was used. This part consists of 4 items. The items ask the respondents about how much they like their job. These items were scored on a 5-point Likert scale, ranging from 1 (completely disagree) to 5 (completely agree). An example item is: 'Usually I am enthusiastic about my job'.

3.4.1.5 Intention to Quit

To measure the Intention to Quit of the respondents, the part of the PSYCONES questionnaire (Isaksson, Bernhard, Claes, De Witte, Guest & Krausz, 2003) that focuses on intention to quit was used. This part consists of 3 items. These items ask the respondents about their intention to quit their current job. These items were scored on a 5-point Likert scale, ranging from 1 (completely disagree) to 5 (completely agree). An example item is: 'if I could, I would quit my job today'.

3.4.1.6 Job insecurity

To measure Job Insecurity, the part of the PSYCONES questionnaire (Isaksson, Bernhard, Claes, De Witte, Guest & Krausz, 2003) that focuses on job insecurity was used. This part consists of 4 items. These items ask respondents about whether they think that they will keep or lose their job in the (near) future. These items were scored on a 5-point Likert scale, ranging from 1 (completely disagree) to 5 (completely agree). An example item is: ‘chances are, I will soon lose my job’.

3.4.1.7 Employability

To measure Employability, the part of the PSYCONES questionnaire (Isaksson, Bernhard, Claes, De Witte, Guest & Krausz, 2003) that focuses on employability was used. This part consists of 4 items. These items ask respondents about how confident they feel about finding another job after losing their current one. These items were scored on a 5-point Likert scale, ranging from 1 (completely disagree) to 5 (completely agree). An example item is: ‘I am optimistic that I will find another job, if I look for one’.

3.4.2 Data analysis process

In order to determine whether FTPO adds additional variance on top of the other time related variables, a regression analysis was conducted. This was done in order to determine if FTPO has statistical value. If so, the importance of the perception of temporality becomes clearer. First, the questions that were formulated in a negative manner had to be recoded in order to be positive. After all the negative items were recoded, a mean variable of the items was computed. This way, the mean variables could be used in the regression analysis. In order to determine whether conducting a regression analysis is appropriate, the researcher checked if the data satisfied the assumptions for linear regression. These assumptions are linearity, homoscedasticity, independence of the error terms, normality and multicollinearity (Field, 2018). The researcher concluded that the assumptions are met, the explanation can be found in appendix 3. The researcher used multiple dependent variables in order to get a broad picture of the importance of FTPO. The researcher only used the variables that were used in both studies in order to make an exact comparison later on. Next to this, a confirmatory factor analysis was conducted in order to see whether the data supported that the variables are different concepts. This was done 4 times in order to find the most suitable model. a one-factor model, a five-factor model, a six-factor model and a six-factor model with first order were conducted.

3.5 Results Study 1

3.5.1 Respondents

When looking at the descriptives of the respondents, a few observations are made. First, the number of respondents is 273. 157 respondents are female while 116 respondents are male so there is a slight imbalance. With regards to age, the highest percentage of the respondents, 14,3% is 23 years old (N=39).

The majority of the respondents (26,7%) has HAVO/VWO as their highest level of education. This is closely followed by University with 25,6% (N=70) so the level of education is relatively high. At the moment of filling in the survey 61,5% (N= 168) of the respondents did not follow a fulltime education. With regards to the type of contract, the majority of the respondents has a permanent contract without an end date while the minority has a temporary contract with an end date. When looking at the hours per week, 41 respondents work fulltime for 40 hours per week (15%) while that the majority of the respondents works less than 40 hours a week (72,1%). The average tenure that a respondent works for an organization is 7,38 years.

3.5.2 Correlations

The correlations and descriptive statistics are reported in table 2. The correlations show that FTPO most strongly correlates with Intention to Quit ($r = -.459$; $p < 0.01$). This is a moderate negative correlation. The second strongest correlation is between FTPO and Job Satisfaction ($r = .450$; $p < 0.01$). This is a positive moderate correlation. The third strongest correlation is between FTPO and OCB, this is also a positive moderate correlation ($r = .425$; $p < 0.01$). FTPO is not significantly correlated with Employability and Performance. The SPSS tables can be found in appendix 3.

Variable	M	SD	1	2	3	4	5	6
1. Performance	4,38	,624						
2. Job satisfaction	4,10	,744	,191**					
3. Job insecurity	4,03	,883	,191**	,290**				
4. Employability	3,84	,950	,216**	-,010	,179**			
5. Intention to quit	1,62	,838	-,073	-,619**	-,209**	,073		
6. OCB	3,92	,704	,279**	,458**	,225**	-,009	-,265**	
7. FTPO	2,90	,778	-,032	,450**	,263**	-,024	-,459**	,425**

* $p < 0.05$, ** $p < 0.01$

Table 2: Correlation table with descriptive statistics of study 1

3.5.3 Confirmatory Factor Analysis for FTPO

For dataset 1, 4 CFA's were conducted. The Mplus tables can be found in appendix 3.

In the one-factor CFA, F1 was represented by FTP 1 – 10, IQ 1 – 3, JI 1 – 4 and E 1 – 4. All scales were thus combined into one factor. The chi-square test of model fit is significant ($p = .000$) indicating that the null hypothesis that the model fits the data is rejected. This finding is corroborated by the RMSEA which is 0,185. This is far above the Hu and Bentler (1999) recommended cutoff value of .06. The RMSEA estimate should both fall below .06 to ensure satisfactory model fit. Next to this,

the CFI value is 0,510 which indicates poor fit (UCLA, n.d.). It can be concluded that the one-factor model is not a satisfactory model fit.

In the four-factor CFA, F1 was represented by by FTP 1 – 10, F2 was represented by IQ 1 – 3, F3 was represented by JI 1 – 4 and F4 was represented by E 1 – 4. All scales were used in separate factors. The chi-square test of model fit is significant ($p = ,000$) indicating that the null hypothesis that the model fits the data is rejected. This finding is corroborated by the RMSEA which is 0,087. This is above the Hu and Bentler (1999) recommended cutoff value of .06 but according to UCLA (n.d.) this RMSEA indicates a mediocre fit. Next to this, the CFI value is 0,895 which indicates mediocre fit (UCLA, n.d.). It can be concluded that the four-factor model is not a satisfactory model fit.

In the five factor CFA, F1 was represented by FTP 1– 7; F2 was represented by IQ 1 – 3, F3 was represented by JI 1 – 4, F4 was represented by E 1- 4 and F5 was represented by FTP 8 - 10. In this CFA, FTPO was split into two factors. The chi-square test of model fit is significant ($p = ,000$) indicating that the null hypothesis that the model fits the data is rejected. The RMSEA is 0,070 which is just above the Hu and Bentler (1999) recommended cutoff value of .06. According to UCLA (2020), this RMSEA indicates a mediocre fit. Next to this, the CFI value is 0,933 which indicates good fit (UCLA, n.d.) It can be concluded that the five-factor model is a mediocre satisfactory model fit. Even though this model fit is better as the previous models, the researcher is not interested in two dimensions of FTPO so another CFA is conducted.

In the five-factor CFA with first order, F1 was represented by FTP 1– 7, F2 was by IQ 1 – 3, F3 was represented by JI 1 – 4, F4 was represented by E 1- 4, F5 was represented by FTP 8 – 10 and F6 was represented by F1 and F5. The chi-square test of model fit is significant ($p = ,000$) indicating that the null hypothesis that the model fits the data is rejected. This finding is corroborated by the RMSEA which is 0,070. This is slightly above the Hu and Bentler (1999) recommended cutoff value of .06. According to UCLA (2020), this RMSEA indicates a mediocre fit. Next to this, the CFI value is 0,933 which indicates good fit (UCLA, n.d.). It can be concluded that the five-factor model with first order is a good model fit.

Overall, the most important conclusion that can be drawn is that FTPO really is a separate scale and that it does not belong to other scales. All variables are thus separate constructs.

3.5.4 Regression Analysis

To conduct the first regression analysis, performance was chosen as the dependent variable. Job satisfaction, job insecurity, employability and intention to quit are listed in the first block of independent variables. To conduct the second regression analysis, job satisfaction was chosen as the dependent variable. Job insecurity, employability, OCB and intention to quit are listed in the first block of independent variables. To conduct the third regression analysis, OCB was chosen as the dependent variable. Job satisfaction, job insecurity, employability and intention to quit are listed in the first block

of independent variables. In the second block of independent variables for each analysis, FTPO was added. This was done in order to see whether FTPO adds variance on top of the other variables.

The model summary table of the regression analysis 1 shows that the R^2 of model 1 is ,096. This means that the independent variables in model 1 explain 9,6% of the variance in the dependent variable. The R^2 of model 2 is ,115 so 11,5% of the variance in the dependent variable is explained by the independent variables in model 2. The model summary table of the regression analysis 2 shows that the R^2 of model 1 is ,488. This means that the independent variables in model 1 explain 48,8% of the variance in the dependent variable. The R^2 of model 2 is ,493 so 49,3% of the variance in the dependent variable is explained by the independent variables in model 2. The model summary table of the regression analysis 3 shows that the R^2 of model 1 is ,220. This means that the independent variables in model 1 explain 22,0% of the variance in the dependent variable. The R^2 of model 2 is ,282 so 28,2% of the variance in the dependent variable is explained by the independent variables in model 2. The ANOVA table of all analysis shows that the models are significant meaning that the models predict the dependent variable well. For regression analysis 1, model 2 changes significantly compared to model 1 if FTPO is added ($p = ,016$). As model 2 explains 1,9% more variance than model 1, the researcher concludes that adding FTPO is useful as it explains added variance. For regression analysis 2, does not significantly predicts more variance in job satisfaction when FTPO is included (R^2 change = ,005, F change = 2,579; $p = ,110$). The results can be found in table 3 below. The SPSS tables can be found in appendix 3. For regression analysis 3, model 2 changes significantly compared to model 1 if FTPO is added ($p = ,000$). As model 2 explains 6,2% more variance than model 1, the researcher concludes that adding FTPO is useful as it explains added variance.

Variable	Performance		Job Satisfaction		OCB	
	1	2	1	2	1	2
Job insecurity	,08(,04)	,10(,04)**	,10(,04),	,09(,04)	,09(,05)	,05(,05)
Job satisfaction	,16(,06)*	,20(,06)**			,47(,07)**	,36(,07)**
Employability	,13(,04)**	,12(,04)**	,01(,04)	,01(,04)	-,02(,04)	-,01(,04)
Intention to quit	,04(,06)	,01(,06)	-,46(,04)**	-,43(,04)**	,03(,06)	,10(,06)
OCB			,31(,05)**	,29(,05)**		,26(,05)**
FTPO		-,13(,05)*		,08(,05)*		,26(,06)**
F	7,116	6,966	63,950	51,977	18,921	20,936
Adjusted R^2	,083	,099	,481	,484	,209	,268
R^2 change	,096**	,019*	,488**	,005	,220**	,061**

* $p < 0.05$, ** $p < 0.01$

Table 3: Results of the regression analyses used to test if FTPO has additional predictive value

3.6 Discussion Study 1

The purpose of study 1 was to state the statistical value of the new concept, FTPO. First, the CFA shows that FTPO is a separate scale and that it does not belong to other scales. The results of the regression analyses indicate that adding FTPO explains more variance if the dependent variable is performance or OCB related. However, FTPO does not explain more variance if the dependent variable is more attitudinal (job satisfaction). Additionally, FTPO has a significant effect on Performance and Job Satisfaction in the second model of both analyses. Study 2 is needed in order to compare these results in order to build a stronger claim for the importance of the perception of temporality by increasing the reliability.

Chapter 4: Study 2

This chapter starts with the methodology of study 2. Next to this, the results of study 2 are explained. This chapter is closed by a small discussion of study 2.

4.1 Method Study 2

4.1.1 Sampling method and respondents

For study 2, the non-probability sampling method was used. This sampling method entails that each respondent had the same chance of being selected for the research. The survey for study 2 was published online, each respondent could choose whether or not to participate in the researches. This is also known as convenience sampling (Fricker, 2016). A strength of this approach is that it is very convenient in order to reach many possible respondents at once. Next to this, respondents can fill in the survey at a time that suits them well so the boundary to participate is less high. A weakness of this approach is that it can be expected that many of the respondents are in the age category of the researchers. This will cause low diversity in age and therefore biased data perhaps.

The number of respondents before the data cleaning process was 298. After cleaning, 190 respondents remained. Respondents who did not give permission to use their data, who did not finish the survey and those who wrote that they are their own boss were removed. 120 respondents are female while 70 respondents are male. With regards to age, the highest percentage of the respondents, 14,2% is 24 years old (N=27). The majority of the respondents (34,7%) has HAVO/HTS as their highest level of education. This is closely followed by University with 30,0% (N=57). With regards to the type of contract, 114 respondents (60,0%) have a permanent contract without an end date while 76 respondents (40,0%) have a temporary contract with an end date. Next to this, 29 respondents work fulltime for 40 hours per week (15,3%) while that the majority of the respondents works less than 40 hours a week (69,1%). The average tenure that a respondent works for an organization is 6,6 years.

4.1.2 Instrument

At the beginning of the survey, an introduction is written that states how long the survey will take, why this survey will be conducted and by who. Next to this, the privacy regulations will be stated. Finally, some personal information of the respondent will be asked: age, gender, educational level, work hours per week, tenure and type of contract. For this research, four subjects will be included in the survey: FTPO, Psychological Well-being, the Need for Relatedness and the Relational Psychological Contract. Each subject consisted of close-ended questions. The survey can be found in appendix 1.

4.1.2.1 Future Time Perspective in the Organization

To measure the FTPO of a respondent, the scale proposed by Zacher & Frese (2009) was used. This scale consists of 10 items focused on FTP. For this research, these FTP items have been adjusted to the organizational context to measure FTPO. The first 5 statements represent the opportunity dimension and the last 5 questions represent the time dimension. Next to this, this scale has been translated from English to Dutch by the five master thesis students separately and they collectively chose the best translation. These items were scored on a 5-point Likert scale, ranging from 1 (completely disagree) to 5 (completely agree). An example item is: ‘Many opportunities await me in my future at this organization’.

4.1.2.2 Psychological Well-being

To measure the Psychological Well-being of a respondent, the Psychological Well-being at Work scale proposed by Dagenais-Desmarais & Savoie (2012) was used. This scale proposes five dimensions of PWB at work, namely: interpersonal fit at work, thriving at work, feeling of competency at work, perceived recognition at work and desire for involvement at work. However, the researcher uses it as one scale. The items are scored on a 5-point Likert scale, ranging from 1 (completely disagree) to 5 (completely agree). Example items are: ‘I value the people I work with’ and ‘I feel confident at work’.

4.1.2.3 The Need for Relatedness

To measure the Need for Relatedness of a respondent, the scale proposed by Broeck, Vansteenkiste, De Witte, Soenens and Lens (2010) was used. They adjusted the Basic Need Satisfaction at Work Scale of Deci, Ryan, Gagné, Leone, Usunov & Kornazheva (2001). For this research, only the 10 Relatedness items were used. These items were scored on a 5-point Likert scale, ranging from 1 (completely disagree) to 5 (completely agree). Example items are: ‘At work, I feel part of a group’ and ‘Some people I work with are close friends of mine’.

4.1.2.4 Relational Psychological Contract

To measure the obligations of the employers’ side in the Relational Psychological Contract, the part of the PSYCONES questionnaire (Isaksson, Bernhard, Claes, De Witte, Guest & Krausz, 2003) that focuses on employer obligations was used. This part consists of 12 items. These items ask respondents about whether they see certain variables as employer obligations and whether the promises of the employer are kept. These items were scored on a 6-point Likert scale ranging from 1 (no) to 6 (yes, and promise fully kept). An example item is: ‘to provide you with interesting work’.

4.1.2.5 Control variables used in study 2

Several control variables were used in this research in order to examine whether these variables affect the hypothesized relationships. First of all, gender was a control variable since Coyle-Shapiro and

Kessler (2002) indicated that gender can affect the attitudes and behaviours of employees at the workplace. Second of all, Huiskamp and Schalk (2002) reported that the amount of both employer and employee obligations an employee perceives is affected by age, since older employees show higher levels of obligations. Third of all, contract hours was used as a control variable. This is based on the research of Conway and Briner (2002) who indicated that the psychological contracts of full-time and part-time working employees diverge. Lastly, the type of contract was used as a control variable as previous research indicates mixed results (Carrieri & Robone, 2012; Virtanen et al., 2003; Sverke et al., 2000; Ehlert & Schaffner, 2011).

4.1.2.6 Data analysis process

In order to determine whether FTPO adds additional variance on top of the other time related variables in study 2, some regression analyses of study 1 were repeated and one new analysis was conducted. First, the questions that were formulated in a negative manner had to be recoded in order to be positive. After all the negative items were recoded, a mean variable of the items was computed. In order to determine whether conducting a regression analysis is appropriate, the researcher checked if the data satisfied the assumptions for linear regression. The researcher concluded that the assumptions are met, the explanation can be found in appendix 4. The researcher used multiple dependent variables in order to get a broad picture of the importance of FTPO and determine the statistical value. Secondly, the researcher conducted an Exploratory Factor Analysis. This was done by principal axis factoring with use of oblique rotation. Next, hypothesis 1 was tested. This was done by using a linear regression model. FTPO was used as the independent variable and Psychological Well-being was used as the dependent variable. In order to measure this relationship, a linear regression with multiple blocks was used. This linear regression used the control variables in the first block and the independent variable in the second block. After this, hypothesis 2 was tested. The PROCESS add-on was used to measure the moderation effect. Model 1 was selected which represents the moderation analysis. The Need for Relatedness was listed as the moderating variable. Lastly, hypothesis 3 was tested. The PROCESS add-on was used to measure the mediation effect. Model 4 was selected which represents the mediation analysis. The number of obligations in the Relational Psychological Contract was listed as the mediating variable.

4.2 Results Study 2

4.2.1 Descriptive statistics and Correlations

The mean of Psychological Well-being is 4,04. The average score on Psychological Well-being is 'eerder mee eens (more agree than disagree)'. As the items were formulated positively, this indicates a rather good level of Psychological Well-being. The mean of the Need for Relatedness is 4,05, the average score on the Need for Relatedness is 'eerder mee eens (more agree than disagree)'. Overall, there seems to be a positive level of relatedness at work. Next to this, the mean of FTPO is 2,85, which

indicates that people partially agree and partially disagree. Lastly, the mean of Psychological Contract is 3,81. This indicates that the average score on employer obligations is 'yes, but only half fulfilled'. The correlations, means and standard deviations of the main variables in study 2 are reported in table 4. The correlations show that FTPO most strongly correlates with the Psychological Contract ($r = ,530$; $p < 0.01$). This is a moderate positive correlation. The second strongest correlation is between FTPO and Job Insecurity ($r = ,469$; $p < 0.01$). This is a positive moderate correlation. The third strongest correlation is between FTPO and Job Satisfaction, this is also a positive moderate correlation ($r = ,462$; $p < 0.01$). FTPO is positively correlated to Psychological Well-being ($r = ,418$; $p < 0.01$). The only variable that FTPO is not significantly correlated with is Performance. The SPSS tables can be found in appendix 4

Variable	M	SD	1	2	3	4	5	6	7	8	9
1. Performance	4,31	,596									
2. Job Satisfaction	4,13	,816	,246**								
3. Job insecurity	3,86	1,044	,131	,316**							
4. Employability	3,77	,936	,117	-,008	,193**						
5. Intention to Quit	1,62	,890	-,216**	-,734**	-,386**	,078					
6. OCB	3,74	,692	,258**	,360**	,124	-,059	-,209**				
7. Need for Relatedness	4,05	,528	,268**	,476**	,289**	,111	-,398**	,302**			
8. Psychological Contract	3,81	1,026	,195**	,400**	,274**	-,012	-,312**	,364**	,351**		
9. Psychological Well-being	4,04	,497	,467**	,675**	,346**	,040	-,551**	,531**	,682**	,440**	
10. FTPO	2,85	1,010	,130	,462**	,469**	,151*	-,428**	,276**	,275**	,530**	,418**

*p < 0.05, ** p < 0.01

Table 4: Correlation table with descriptive statistics of study 2

4.2.2 Regression Analysis

In order to determine whether FTPO adds additional variance on top of the other time related variables, three regression analyses were conducted. The purpose of doing this for study 2 as well was to see whether the results of study 1 could be repeated and in order to compare the results. First, the questions that were formulated in a negative manner had to be recoded in order to be positive. After all the negative items were recoded, a mean variable of the items was computed. This way, the mean variables could be used in the regression analysis. To conduct the first regression analysis, performance was chosen as the dependent variable. Job satisfaction, job insecurity, employability and intention to quit are listed in the first block of independent variables. To conduct the second regression analysis, job satisfaction was chosen as the dependent variable. Job insecurity, employability, OCB and intention to quit are listed in the first block of independent variables. To conduct the third regression analysis, Psychological Well-being was chosen as the dependent variable. Job insecurity, employability, OCB, job satisfaction and intention to quit were listed in the first block of independent variables. In the second block of independent variables for all analyses, FTPO was added. This was done exactly the same as in study 1, in order to see whether the results of both studies are comparable and to see whether FTPO adds variance on top of the other variables.

The model summary table of the regression analysis 1 shows that the R^2 of model 1 is ,079. This means that the independent variables in model 1 explain 7,9% of the variance in the dependent variable. The R^2 of model 2 is ,080 so 8,0% of the variance in the dependent variable is explained by the independent variables in model 2. The model summary table of the regression analysis 2 shows that the R^2 of model 1 is ,587. This means that the independent variables in model 1 explain 58,7% of the variance in the dependent variable. The R^2 of model 2 is ,600 so 60,0% of the variance in the dependent variable is explained by the independent variables in model 2. The model summary table of the regression analysis 3 shows that the R^2 of model 1 is ,578. This means that the independent variables in model 1 explain 57,8% of the variance in the dependent variable. The R^2 of model 2 is ,565 so 56,5% of the variance in the dependent variable is explained by the independent variables in model 2. The ANOVA tables of all regression analyses shows that both models are significant meaning that both models predict the dependent variable well. For regression analysis 1, model 2 does not changes significantly compared to model 1 if FTPO is added ($p = ,778$). As can be seen in table 5, the model does not significantly predict more variance in performance when FTPO is included (R^2 change = ,000, F change = 0,080; $p = ,778$). For regression analysis 2, model 2 significantly predicts more variance in job satisfaction when FTPO is included (R^2 change = ,013, F change = 6,003; $p = ,015$). For regression analysis 3, model 2 does not changes significantly compared to model 1 if FTPO is added ($p = ,733$). As can be seen in table 5, the model does not significantly predict more variance in performance when

FTPO is included (R^2 change = ,000, F change = 0,117; p = ,733). The results are presented in table 6 below. The SPSS tables can be found in appendix 4.

Variable	Performance		Job Satisfaction		Psychological Well-being	
	1	2	1	2	1	2
Job insecurity	,01(.05)	,02(.05)	,01(.04)	-,03(.04)	,05(.03)*	,05(.03)
Job satisfaction	,13(.08)	,13(.08)			,26(.05)**	,25(.05)**
Employability	,08(.05)	,08(.05)	,05(.04)	,03(.04)	,03(.03)	,03(.03)
Intention to quit	-,06(.07)	-,06(.07)	-,63(.05)**	-,60(.05)**	-,07(.04)	-,07(.02)
OCB			,26(.06)**	,23(.06)**	,24(.04)**	,24(.04)**
FTPO		-,02(.05)		,11(.05)*		,01(.03)
F	3,979	3,183	65,683	55,169	50,468	41,874
Adjusted R^2	,059	,055	,578	,589	,567	,565
R^2 change	,079**	,000	,587**	,013*	,578**	,000

* $p < 0.05$, ** $p < 0.01$

Table 5: Results of the regression analyses used to test if FTPO has additional predictive value

These regression analyses indicate that adding FTPO only explains more variance if the dependent variable is attitudinal and not if the dependent variable is performance related. These results are the exact opposite of study 1, where FTPO only explained more variance for the performance related variable. Next to this, FTPO does not explain more variance in Psychological Well-being on top of the other time related variables.

4.2.3 Factor Analyses

First, the researcher conducted a CFA for the FTPO scale. This was done in order to see whether the different scales are separate constructs. Next to this, the researcher conducted an EFA with all items included with the use of common factor analysis based on the fact that the primary objective of the EFA is to identify the constructs represented in the original variables and since the researcher has little knowledge about the amount of specific and error variance and therefore wishes to eliminate this variance (Hair, Black, Babin, Anderson, 2013). Common Factor Analysis is used to estimate the amount of common variance by estimating communality values for each variable (Field, 2018). The option principal axis factoring was therefore chosen in the EFA menu.

4.2.3.1 Confirmatory Factor Analysis for FTPO

Four CFA's were conducted. A one-factor CFA, a four-factor CFA, a five-factor CFA and a five-factor CFA with first order.

In the one-factor CFA, F1 was represented by FTP 1– 10, IQ 1 – 3, JI 1 – 4 and E 1- 4. The chi-square test of model fit is significant ($p = ,000$) indicating that the null hypothesis that the model fits the data is rejected. The RMSEA is 0,211 which is above the Hu and Bentler (1999) recommended cutoff value of .06. According to UCLA (2020), this RMSEA indicates a mediocre fit. Next to this, the CFI value is 0,492 which indicates bad model fit (UCLA, n.d.) It can be concluded that the one-factor model is not a satisfactory model fit.

In the four-factor CFA, F1 was represented by FTP 1– 10; F2 was represented by IQ 1 – 3, F3 was represented by JI 1 – 4, and F4 was represented by E 1- 4. The chi-square test of model fit is significant ($p = ,000$) indicating that the null hypothesis that the model fits the data is rejected. The RMSEA is 0,103 which is above the Hu and Bentler (1999) recommended cutoff value of .06. According to UCLA (2020), this RMSEA indicates a mediocre fit. Next to this, the CFI value is 0,882 which indicates mediocre fit (UCLA, n.d.) It can be concluded that the four-factor model is a mediocre satisfactory model fit.

In the five-factor CFA, F1 was represented by FTP 1– 7, F2 was by IQ 1 – 3, F3 was represented by JI 1 – 4, F4 was represented by E 1- 4 and F5 was represented by FTP 8 – 10. In this CFA, FTPO was split into two factors. The chi-square test of model fit is significant ($p = ,000$) indicating that the null hypothesis that the model fits the data is rejected. This finding is corroborated by the RMSEA which is 0,082. This is above the Hu and Bentler (1999) recommended cutoff value of .06. According to UCLA (2020), this RMSEA indicates a mediocre to good fit. Next to this, the CFI value is 0,927 which indicates good fit (UCLA, n.d.). It can be concluded that the five-factor model is a good satisfactory model fit.

In the five-factor CFA with first order, F1 was represented by FTP 1– 7, F2 was by IQ 1 – 3, F3 was represented by JI 1 – 4, F4 was represented by E 1- 4, F5 was represented by FTP 8 – 10 and F6 was represented by F1 and F5. In this CFA, FTPO was split into two factors. The chi-square test of model fit is significant ($p = ,000$) indicating that the null hypothesis that the model fits the data is rejected. This finding is corroborated by the RMSEA which is 0,083. This is above the Hu and Bentler (1999) recommended cutoff value of .06. According to UCLA (2020), this RMSEA indicates a mediocre to good fit. Next to this, the CFI value is 0,926 which indicates good fit (UCLA, n.d.). It can be concluded that the five-factor model with first order is a good satisfactory model fit.

Overall, the most important conclusion that can be drawn is that FTPO is a separate scale and that it does not belong to other scales. All variables are thus separate constructs.

4.2.3.2 Exploratory Factor Analysis

An EFA was conducted for the variables. The researcher first checked the correlations. The correlations between the items for the Psychological Well-being are moderately high. The highest correlation is -,702 so the researcher decided to use oblique rotation in the factor analysis as oblique rotation allows factors to be correlated (Hair et al., 2013). The next step was to check the Kaiser-Meyer-Olkin measure

of sampling adequacy. The KMO is ,875. This is above ,50 so the KMO is accepted (Field, 2018). Next to this, Bartlett's Test of Sphericity is significant ($p = ,000$) and this is accepted as well (Hair et al., 2013). The third step is to look at the communalities. The communalities after extraction are above ,20 so there is no indication yet to remove an item (Field, 2018). When looking at the total variance explained, 14 factors have an eigenvalue above 1. This could indicate that 14 factors will remain after the analysis (Hair et al., 2013). The 14 factors account for 70,88% of the variance. Next, the pattern matrix is checked to see if there are any cross-loaders. There are 12 cross loaders. Nfr8 is deleted first as this is the smallest cross-loader.

19 iterations of the EFA were conducted. The researcher checked the KMO, Bartlett's Test of Sphericity, the communalities and possible cross-loaders every iteration. The following variables were removed: FTPO 9; PC 1, 3, 5, 10, 11, 12; the Need for Relatedness 1-6 and 8; Psychological Wellbeing Involvement 1 and 3, competence 5 and interpersonal fit 4-5. After the last iteration the KMO is ,885, Bartlett's Test of Sphericity is significant and the communalities after extraction are above ,20. 9 factors have an eigenvalue above 1 and account for 70,21% of the variance. There are no cross-loaders. The final loadings can be found in table 7 below. The EFA suggests that 9 factors remain after the analysis. These factors could be labelled as FTPO, recognition at work, thriving at work, interpersonal fit at work, development, competence at work, involvement at work, atmosphere and relatedness.

The researched conducted a reliability analysis to check the reliability of the scales after EFA. The results can be found in table 6 below. The reliabilities of the scales are acceptable or good, except for the reliability of the Need for Relatedness scale (Verhoeven, 2014).

	Cronbach's Alpha after EFA
FTPO	,930
The Need for Relatedness	,612
Relational Psychological Contract	,731
Psychological Well-being	,914

Table 6: Results of the reliability analyses after EFA

Item	Loadings								
	Recognition at work	FTPO	Thriving at work	Interpersonal Fit at work	Development	Competence at work	Involvement at work	Atmosphere	Relatedness
I find my job exciting			-,705						
I like my job			-,689						
I am proud of the job I have			-,630						
I find meaning in my work			-,704						
I have a great sense of fulfilment at work			-,800						
I know I am capable of doing my job						,623			
I feel confident at work						,786			
I feel effective and competent in my work						,723			
I feel that I know what to do in my job						,721			
I value the people I work with				-,643					
I enjoy working with the people at my job				-,767					
I get along well with the people at my job				-,549					
I care about the good functioning of my organization							-,786		
I want to contribute to achieving the goals of my organization							-,779		
I want to be involved in my organization beyond my work duties							-,553		
I feel that my work recognized	,727								
I feel that my work efforts are appreciated	,761								
I know that the people believe in the projects that I work on	,671								
	,591								

I feel that the people I work with recognize my abilities		
I feel that I am a full member of my organization	,499	
To provide you with a reasonably secure job?	,383	
To provide possibilities to work together in a pleasant way?		,827
To provide you opportunities to advance and grow?	,584	
To provide you with a career?	,687	
To provide you with a good working atmosphere?		,438
To provide you with the possibility of promotion?	,566	
Many opportunities await me in my future at this organization.	-,724	
I expect to set many new goals in my future at this organization.	-,718	
My future at this organization is full of possibilities.	-,777	
I could do whatever I like in my future at this organization.	-,648	
I only have limited possibilities in my future at this organization.	-,712	

I have lots of time to make new plans for my life at this organization.	-,632	
Most of my life at this organization lies before me.	-,823	
My future at this organization seems infinite to me.	-,760	
I have the feeling that my time at this organization is limited.	-,602	
At work, there are people who really understand me		,503
At work, nobody cares about me		,513
There is nobody I can share my thoughts with if I would want to do so		,789

Extraction method: Principal Axis Factoring. Rotation method: Oblimin with Kaiser Normalization

Table 7: Results of the Exploratory Factor Analysis

4.2.4 Hypotheses testing

In order to test the hypotheses, I conducted a reliability analysis for the complete scales of the variables, without taking the Exploratory Factor Analysis into account. This was done in order to compare the reliabilities of the scale before and after the EFA. The analysis showed that for all variables, the Cronbach's Alpha is higher for the complete scale, so before the EFA. Therefore, I decided to use the original scales and not use the scales given by the Exploratory Factor Analysis. The comparison of the Cronbach's Alpha before and after EFA can be found below in table 8 below.

	Cronbach's Alpha complete scale (before EFA)	Cronbach's Alpha with items deleted (after EFA)
FTPO	,935	,930
The Need for Relatedness	,816	,612
Relational Psychological Contract	,824	,731
Psychological Well-being	,938	,914

Table 8: Comparison of Cronbach's Alpha before and after EFA

4.2.4.1 Hypothesis 1

Hypothesis 1 proposes that the level of FTP in the Organization is positively related to Psychological Well-being. In order to measure this relationship, a linear regression with multiple blocks was used. This linear regression listed the control variables, namely: gender, age, hours per week and type of contract in the first block and the independent variable, FTPO, in the second block. Psychological Well-being was listed as the dependent variable.

The correlations table shows that the correlation between FTPO and Psychological Well-being is ,419. This is a moderate positive correlation. Next to this, the model summary table of the regression analysis shows that the R^2 of model 1 is ,051. This means that the independent variables in model 1 explain 5,1% of the variance in the dependent variable. The R^2 of model 2 is ,211 so 21,1% of the variance in the dependent variable is explained by the independent variables in model 2. The ANOVA table shows that both models are significant meaning that both models predict the dependent variable well. Model 2 changes significantly compared to model 1 if FTPO is added ($p = ,000$). The model significantly predicts more variance in performance when FTPO is included (R^2 change = ,160, F change = 36,998; $p = ,000$). These results support hypothesis 1. The results are presented in table 9 below. The SPSS tables can be found in appendix 4.

4.2.4.2 Hypothesis 2

Hypothesis 2 proposed that the Need for Relatedness moderates the relationship between the FTP in the Organization and Psychological Well-being. To measure this moderating relationship, the PROCESS 3.2 add-on option in SPSS was used. Model 1 was selected which represents the moderation analysis. FTPO was listed as the independent variable, Psychological Well-being was used as the dependent variable and the Need for Relatedness was used as the moderating variable. The control variables age, gender, type of contract and hours per week were listed in the covariates box. The option 'mean center for construction of products' was selected. The conditioning values were set at -1SD, mean, +1SD.

The model details show that FTPO is a significant predictor of Psychological Well-being ($b = .1451$, $t(180) = 5,1748$, $p = .000$). As FTPO increases, Psychological Well-being increases as well. Next to this, the Need for Relatedness is a significant predictor of Psychological Well-being as well ($b = .5715$, $t(180) = 11,3039$, $p = .000$). As the Need for Relatedness increases, Psychological Well-being increases as well. When looking at the control variables, the control variables gender, type of contract and hours per week are not significant predictors of Psychological Well-being. However, the control variable age is a significant predictor of Psychological Well-being. As can be seen in table 9 below, the interaction effect between the Need for Relatedness and FTPO is not significant ($b = -.0478$, $t(180) = -.9478$, $p = .3445$). The addition of the interaction did not change the model significantly as $F(7, 180) = .8983$, $p = .3445$, $R^2 \text{ change} = .0022$). These results do not support hypothesis 2.

4.2.4.3 Hypothesis 3

Hypothesis 3 proposes that the number of obligations in the Relational Psychological Contract positively mediates the relationship between the FTP in the Organization and Psychological Well-being. In order to see whether respondents with temporary or permanent contracts expect different amounts of obligations of the employer, a variable was created that states the amount of expected employer obligations. This was done in SPSS by 'count values within cases'. The values 2, 3, 4, 5, and 6 were selected as these answers indicate that the respondent thinks that the statement is an obligation of the employer. To measure this mediating relationship proposed in hypothesis 3, the PROCESS 3.2 add-on option in SPSS was used. Model 4 was selected which represents the mediation analysis. FTPO was listed as the independent variable, Psychological Well-being was used as the dependent variable and the number of obligations in the Relational Psychological Contract was used as the mediating variable. The control variables age, gender, type of contract and hours per week were listed in the covariates box.

The PROCESS model details show that FTPO is a significant predictor of Psychological Well-being ($b = .2016$, $t(181) = 5,2459$, $p = .000$). As FTPO increases, Psychological Well-being increases as well. The number of obligations in the Relational Psychological Contract is not a significant predictor of Psychological Well-being ($b = .0190$, $t(181) = 1,3366$, $p = .1830$). When looking at the control variables, the control variables gender, type of contract and hours per week are not significant predictors

of Psychological Well-being. However, age is a significant predictor of Psychological Well-being. The total effect model shows the effect of FTPO on Psychological Well-being when the mediator (the number of obligations in the Relational Psychological Contract) is not present in the model. When the number of obligations in the Relational Psychological Contract is not in the model, FTPO significantly predicts Psychological Well-being ($b = ,2196$, $t(182) = 6,0826$, $p = ,000$). However, when the mediator is used in the model, the indirect effect of X on Y via the number of obligations in the Relational Psychological Contract is not significant ($b = ,0179$, 95% BCa CI $[-,0080, ,0462]$). Mediation has not occurred, and these results do not support hypothesis 3. The results can be found in table 9 below.

	Hypothesis 1 (PW)		Hypothesis 2 (PW)	Hypothesis 3 (PW)	Hypothesis 3 (PC)
	1	2			
Control variables					
Gender	-,11(,08)	-,07(,08)	,40(,06)	-,90(,08)	,87(,39)*
Age	,00(,00)	,01(,00)*	,01(,00)**	-,07(,00)*	,01(,01)
Type of Contract	-,04(,08)	,01(,08)	,03(,06)	,01(,08)	,12(,40)
Hours per week	,01(,00)*	-,00(,00)	-,00(,00)	-,00(,00)	,03(,02)*
Regression					
FTPO		,22(,04)**			
Moderation					
The Need for Relatedness			,57(,05)**		
FTPO			,15(,20)**		
Interaction effect			-,05(,05)		
Mediation					
a = FTPO → PW or PC				,20(,04)**	,94(,19)**
b = PC → PW				,02(,01)	
c' = FTPO → PW (under control of PC, direct effect)				,20(,04)**	
c = FTPO → PW (total effect)				,22(,04)**	
Indirect effect				,02(,01)	
Descriptives					
F	2,442	9,738	32,232	8,448	13,450
R ²	,051	,211	,556	,219	,270
R ² change	,051*	,160**			

* $p < 0.05$, ** $p < 0.01$

Table 9: Results of the hypotheses

For hypothesis 1, Psychological Well-being was used as the dependent variable and a linear regression with multiple blocks was conducted. As can be seen in table 9, FTPO does explain extra variance in model 2 compared to model 1. For hypothesis 2, Psychological Well-being was used as the dependent variable and a moderation analysis was conducted. As can be seen in table 9, moderation does not occur as the interaction effect is not significant. For hypothesis 3, Psychological Well-being and Psychological Contract were listed as the dependent variable. This is due to the fact that a mediation analysis was conducted, and PROCESS lists the output for Psychological Well-being and the Psychological Contract with regards to the direct effect of FTPO on the dependent. As can be seen in table 9, mediation does not occur as the indirect effect is not significant.

To explore the data further and to see whether mediation could possibly occur, the researcher conducted a mediation analysis per dimension of Psychological Well-being as dependent variable. In total, 5 extra mediation analyses were conducted. The indirect effect of X on Y via the number of obligations in the Relational Psychological Contract is not significant for Interpersonal Fit at work, so mediation did not occur ($b = ,0109$, 95% BCa CI $[-,0184, ,0403]$). Mediation did also not occur for Feeling Competent at work ($b = ,0020$, 95% BCa CI $[-,0302, ,0327]$). Next to this, the number of obligations in the Relational Psychological Contract does not mediate for Thriving at work ($b = ,0043$, 95% BCa CI $[-,0341, ,0441]$). Lastly, for Feeling Recognition at work, mediation did not occur ($b = ,0250$, 95% BCa CI $[,0094, ,0629]$). However, for the Desire of Feeling Involved at work, mediation did occur ($b = ,0475$, 95% BCa CI $[,0093, ,0913]$) so the number of obligations in the Relational Psychological Contract does mediate the relationship between FTPO and the desire for feeling involved at work. A graphical representation of the mediation model is given in figure 2.

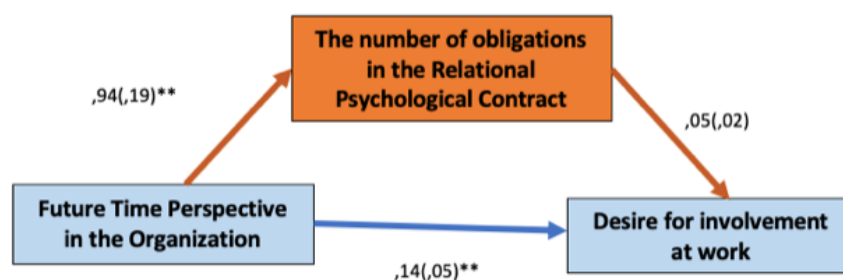


Figure 2: Outcome of extra mediation analysis

4.3 Discussion Study 2

The CFA shows that FTPO is a separate construct that is distinct from the other variables. This is confirmed by the EFA, who suggests that FTPO is a separate factor. Next to this, the EFA suggests that 9 factors remain after the analyses while the original scales combined consist of 8 factors. During the EFA, the Psychological Contract scale was split into two factors: development and atmosphere. For the

original Psychological Contract scale, no distinction was made. The results of the regression analysis do support hypothesis 1, FTPO is positively related to Psychological Well-being. However, the results of the moderation analysis do not support hypothesis 2, so the Need for Relatedness does not moderate the relationship between FTPO and Psychological Well-being. Finally, the results of the mediation analysis show that the number of obligations in the Relational Psychological Contract does not mediate the relationship between FTPO and Psychological Well-being so hypothesis 3 is not supported. However, extra analyses did show that the number of obligations in the Relational Psychological Contract does mediate the relationship between FTPO and a dimension of Psychological Well-being, namely Desire for Involvement at work.

Chapter 5: Discussion and Conclusion

4.1 Discussion

FTPO is a new concept that has not been used before. Therefore, this research started with determining the statistical value of FTPO. In study 1, FTPO added variance for performance and OCB but not for the attitudinal related concept. However, in study 2, FTPO did not add variance for the performance related concept but it did for the attitudinal related concept. Next to this, FTPO did not explain more variance in Psychological Well-being on top of the other time related variables. The studies show that FTPO is strongly correlated with Intention to Quit and Job Insecurity. However, the CFA of study 1 and study 2 show that FTPO is indeed a different concept than Intention to Quit and OCB for example. This is corroborated by the EFA of study 2 which suggests that FTPO is a factor on its own. The results of the CFA are in line with each other, FTPO is a new concept. However, the results of the regression analyses are not conclusive and thus the importance of adding FTPO is not clear. This underlines that there is not enough empirical evidence that confirms the importance of the individuals' cognitive perception of the time left in the organization. The research question of this thesis was formulated as: *'To what extent does the FTP in the Organization associate with Psychological Well-being and to what extent is this association moderated by the Need for Relatedness and to what extent is this association mediated by the number of obligations of the Relational Psychological Contract?'* This research question consists of three parts: the direct relationship between FTPO and Psychological Well-being, a moderation relationship with the Need for Relatedness and a mediation relationship with the number of obligations in the Relational Psychological Contract. The short answer is that FTPO is positively related to Psychological Well-being, that this association is not moderated by the Need for Relatedness and not mediated by the number of obligations in the Relational Psychological Contract. This answer will be explained below with the use of the theoretical implications.

4.1.2 Theoretical implications

First, this research investigated to what extent FTPO is associated with Psychological Well-being. As there was no existing measurement scale for FTPO, a new scale was created. This was done by adjusting the scale of Zacher & Frese (2009) on FTP. This scale was adjusted to fit the organizational context. The findings of this research show that FTPO is positively related to Psychological Well-being. This means that the more expansive the FTPO of an individual is, the better his Psychological Well-being is. FTPO is thus associated with Psychological Well-being to a large extent. These results are in line with the research of Demiray and Bluck (2014) and Kooij et al. (2013) who found that a less expansive FTP in young and middle-aged adults predicts lower overall well-being. A more expansive FTP predicts higher overall well-being in the workplace. A reason for this result could be that individuals with a limited FTPO are more focused on intrinsic & emotional goals. This is more stressful and has a negative

effect on psychological well-being (Vansteenkiste, Simons, Soenens & Lens, 2004). Individuals with an expansive FTPO focus on external goals as they feel that they have the time to reach those goals (Carstensen, 2006). This is less stressful and therefore an expansive FTPO has a positive effect on psychological well-being. Another interesting observation is that according to Zacher & Frese (2009), the FTPO scale consists of two dimensions: time and opportunity. However, the EFA conducted in this research did not find two dimensions in FTPO. The analysis suggests that the scale by Zacher & Frese (2009) could be reduced by deleting one item. This is an odd result as the Cronbach's Alpha is higher without removing this item. Next to this, according to the EFA, Psychological Well-being can be divided into 5 factors. This is in line with the scale of Dagenais-Desmarais & Savoie (2012) who suggest five dimensions. However, the EFA suggests that the Interpersonal Fit at work dimension could be reduced by deleting two items. Next to this, the EFA suggests that the dimension Feeling Competent at work should also be reduced by deleting one item. Last, the involvement at work dimension could be reduced with 2 items. This is an odd result as the Cronbach's Alpha is higher without removing the items.

Second, this research focuses on to what extent the association between FTPO and Psychological Well-being is moderated by the Need for Relatedness. This moderator had not been used before. First, the results of this research show that the Need for Relatedness is a significant predictor of Psychological Well-being. This indicates that an individual who feels involved at work and who feels part of the team, appears to have a better Psychological Well-being. This finding is in line with the logic of Vansteenkiste et al. (2006) who found that satisfaction of the Need for Relatedness is positively related to Psychological Well-being. Previous research showed also showed that the Need for Relatedness mediates the relationship between FTPO and Psychological Well-being. Yeung et al. (2007) report that individuals with expansive FTP reported a higher level of happiness. Happiness is used as an indicator of Psychological Well-being. This reveals the positive effect of an expansive FTP on Psychological Well-being. On the other hand, women with a more limited FTP reported higher levels of happiness when they had fewer close friends in their social networks than did those people with more close friends. Therefore, this research hypothesised that the Need for Relatedness also moderates the relationship between FTPO and Psychological Well-being. It was argued that for someone with a temporary feeling and a high Need for Relatedness, the effect of FTPO on Psychological Well-being will be larger than for someone with a low Need for Relatedness, as social relationships are important to that individual in order to be happy. However, the results of this research show that the association between FTPO and Psychological Well-being is not moderated by the Need for Relatedness. The expectation that for someone with a temporary feeling and a high Need for Relatedness, the effect of FTPO on Psychological Well-being is larger than for someone with a low Need for Relatedness as social relationships are important to that individual in order to be happy is thus not supported. This indicates that the effect of FTPO on Psychological Well-being will be the same for individuals with a different Need for Relatedness. When looking closely at the Need for Relatedness scale, according to Broeck,

Vansteenkiste, De Witte, Soenens and Lens (2010) the Need for Relatedness scale consists of 1 dimension. This is confirmed by the EFA. However, the EFA suggests that the scale can be reduced with 7 items. This is an odd result as the Cronbach's Alpha is higher without removing the items.

Third, this research focuses on to what extent the association between FTPO and Psychological Well-being is mediated by the number of obligations in the Relational Psychological Contract. This mediator was not used in previous research. The researcher argued that an employee who feels as if he is in an organization for a short period of time could expect less obligations of the Relational Psychological Contract of the employers' side as relationships take time to develop. The results of this research show that the association between FTPO and Psychological Well-being is not mediated by the number of obligations in the Relational Psychological Contract. This indicates that the level of FTPO of an employee does not influence the amount of obligations he expects from his employer. The expectation was that temporary workers would expect less obligations of the employer as according to Rousseau (1995), temporary workers have a more transactional psychological contract with less obligations, while permanent workers hold a more relational psychological contract with more obligations. However, the difference in expected obligations for temporary and permanent workers is rather small. Both expect more than 8 from the 12 obligations mentioned by Isaksson, Bernhard, Claes, De Witte, Guest & Krausz (2003). A possible explanation for this could be that the temporary contract respondents have had permanent contracts in the past and therefore know what they could expect from their employer. When looking at the Psychological Contract scale, the EFA conducted for this research suggests that Psychological Contract can be divided into 2 factors: development and atmosphere. This is in conflict with the scale of Isaksson, Bernhard, Claes, De Witte, Guest & Krausz (2003) who do not make a distinction within Psychological Contract. The EFA also suggests that the scale can be reduced with 6 items. This is an odd result as the Cronbach's Alpha is higher without removing the items.

4.2 Practical implications and limitations

In this section, the implications of the findings are discussed. Next to this, some limitations and directions for future research are given.

4.2.1 Practical implications

The findings of this research suggest that an expansive FTPO is positively related to Psychological Well-being. The more an individual sees his future within the organization as unlimited and full of possibilities, the better his Psychological Well-being is. This has implications for organizations. Previous research showed that Psychological Well-being in the workplace is a predictor of employee retention, organizational profits, customer loyalty, less workplace accidents and decreased sick leave (Harter, Schmidt & Hayes, 2002; Harter, Schmidt, Asplund, Kilham & Agrawal, 2010; Darr & Johns,

2008). Therefore, organizations will benefit from having employees with a good Psychological Well-being. Organizations should thus stimulate the expansive FTPO of their workers.

Secondly, the number of obligations in the Relational Psychological Contract does mediate the relationship between FTPO and the Desire for Feeling Involved at work. A more expansive FTPO will increase the number of obligations expected from the employer of the Relational Psychological Contract and this in turn will increase the desire for feeling involved at work of a person. This implies that organizations should stimulate the expansive FTPO of their workers and that employers should promise & fulfill many obligations towards all workers. Rousseau (1995) argues that for temporary agency workers, employers have less obligations. For permanent workers, employers have more obligations. Practically, employers should also promise the temporary workers more obligations as this will increase their desire for feeling involved at work. Employees with higher desires to feel involved at work want to take more initiative, take on challenges and contribute to achieving the goals of the organizations so it is important that all employees have the desire to feel involved at work.

Last, the results indicate that an individual who feels involved at work and who feels as if he is a part of the team, appears to have a more positive Psychological Well-being. This is due to the fact that the Need for Relatedness is a significant predictor of Psychological Well-being. This has implications for organizations. Organizations should try to create an environment in which every employee feels welcome, involved and part of the team. Wilkin, de Jong, & Rubino (2017) showed that temporary workers have sparser social networks compared to permanent employees. Organizations should try to avoid this in order for all their employees to have a better Psychological Well-being.

4.2.2 Limitations and directions for future research

Next to the contributions, this paper has several limitations. First of all, the research design of study 2 was supposed to be lagged research in order to check for causality. However, due to the outbreak of the Corona virus, using two measurement points was not deemed fit anymore. Therefore, study 2 was done cross-sectionally and this did not allow inferences about changes in FTPO and Psychological Well-being over time. Next to this, the cross-sectional design of the research prevents the researcher to draw a conclusion about the direction of the observed effects. Further research should make use of a longitudinal research design in order to see whether FTPO and Psychological Well-being change over time.

Second of all, this research was conducted with the use of self-report questionnaires. This type of questionnaire is prone to common method bias. According to Evans (1985) CMB may severely effect interaction effects so that they are hard to find. As the interaction effect hypothesized in hypothesis 2 between the Need for Relatedness and FTPO is not significant, it could be wondered if CMB had influence on this. In order to reduce the odds of CMB, the researchers did guarantee the anonymity of the respondents. This reduces the possibility for socially desirable answers (Podsakoff, Mackenzie, Lee

& Podsakoff, 2003). Future research could use mixed method research design in order to reduce the odds of CMB.

Third of all, the students of study 1 and the researcher of study 2 used convenience sampling and gathered the data via their personal network. As the researchers are students, the personal network consists of working relatives and acquaintances of university students. For study 1, 25,6% of the respondents went to University. For study 2, this was 30%. This indicates that the respondents are rather highly educated, and this could entail that the respondents work under more favourable job conditions compared to the general working population. Next to this, for both researches, the age of the respondents was around the 24 years old. This is rather logical as the personal network of the researchers consists of friends with the same age. This is a limitation as well, as older people perceive time differently as younger people (Carstensen, 2006). A direction for future research is to have a more balanced age division, so that all perceptions are included in the data.

Fourth of all, all the respondents that participated in study 1 and 2 belong to the Dutch culture. Previous research has showed that the time perspective of an individual is affected by culture (Jones, 1994). The outcomes of this research could therefore be very different if conducted in another culture and future research should be conducted in a different culture in order to compare the results.

The last limitation of this research, in particular study 2, is that the time needed to fill in the survey was quite long. This is due to the fact that five master thesis students combined their questions into one survey. This resulted in more than 100 respondents quitting the survey before the end. Next to this, this could have led to respondents randomly filling in the questions due to lack of time. This may have decreased the reliability of the research.

4.3 Conclusion

Previous research indicated mixed results with regards to temporary and permanent workers. One reason for this could be psychological differences between temporary and permanent workers as research has proven that contract type influences the well-being of an employee (De Cuyper & De Witte, 2010). No research had been done on the cognitive perceptions of workers. Therefore, this research focused on the cognitive perception of workers, their Future Time Perspective in the Organization. Using a sample of the Dutch workforce, this study shows that FTPO is a new distinct concept that is positively related to Psychological Well-being. People with a more expansive FTPO that see their future in the organization as full of possibilities and more long-term, appear to have a more positive Psychological Well-being. Next to this, the results show that the Need for Relatedness is also positively related to Psychological Well-being. This indicates that an individual who feels involved at work and who feels as if he is a part of the team, appears to have a more positive Psychological Well-being. However, the Need for Relatedness does not moderate the association between FTPO and Psychological Well-being. This is an indication that for someone with a temporary feeling and a high Need for Relatedness, the effect of

FTPO on Psychological Well-being will be the same as for someone with a low Need for Relatedness. Next to this, the number of obligations in the Relational Psychological Contract does not mediate the association between FTPO and Psychological Well-being. This indicates that the level of FTPO of an employee does not influence the amount of obligations he expects from his employer. I found evidence that FTPO is a new concept that is distinct concept from other time related variables. The cognitive perception of workers is related to their Psychological Well-being so this result may help to explain the importance of time in organizations.

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Appendices

- I. Used survey study 1
- II. Used survey study 2
- III. SPSS tables study 1
- IV. SPSS tables study 2

Appendix 1: Used survey study 1

Beste heer/mevrouw,

We willen u vragen deze vragenlijst in te vullen. Het beantwoorden van de vragen neemt niet meer dan 10 tot 15 minuten in beslag. Met deelname aan de vragenlijst helpt u studenten van de Radboud Universiteit met het voltooien van hun studie. Het doel van deze vragenlijst is om meer inzicht te krijgen in de werkbeleving van medewerkers. U bent onze belangrijkste informatiebron en alleen u kunt van dit onderzoek een gefundeerde studie maken.

Er zijn geen 'goede' of 'foute' antwoorden: het is uw mening die telt. Wanneer we het hebben over uw organisatie of werkgever dan doelen we op de organisatie waarvoor u uw werk verricht. We willen benadrukken dat deelname aan dit onderzoek anoniem is: alle gegevens worden vertrouwelijk behandeld en informatie over individuele antwoorden wordt niet verspreid. Indien u vragen of opmerkingen heeft bij deze vragenlijst of indien u meer informatie wenst over de studie, aarzel niet om contact op te nemen met:

Dr. Jeroen de Jong (j.dejong@fm.ru.nl)

Faculteit Managementwetenschappen

Radboud Universiteit Nijmegen

Toestemming en goedkeuring deelname onderzoek. U kunt uw goedkeuring geven voor het gebruik van uw antwoorden voor het (afstudeer-)onderzoek van de studenten van de Radboud Universiteit door **alle vragen** hieronder aan te vinken.

- Ik geef toestemming om de gegevens die verzameld zijn tijdens dit onderzoek te gebruiken voor wetenschappelijk onderzoek.
- Ik weet dat al de informatie die ik ten behoeve van dit onderzoek geef anoniem wordt verzameld en niet tot mij terug te leiden zijn.
- Ik weet dat ik op elk moment kan stoppen met het onderzoek, ik hoef hiervoor geen reden op te geven.

Persoonlijke gegevens

In welk jaar bent u geboren?

.....

Wat is uw geslacht?

Man / vrouw

Wat is de hoogste opleiding die u heeft afgerond?

Lagere school /
VMBO / HAVO,
VWO / MBO / HBO /
Universiteit

Volgt u op dit moment een full-time studie?	Ja / nee
Hoeveel uren werkt u gemiddeld per week?
Hoeveel jaar werkt u voor deze werkgever?
Hoeveel jaar werkt u samen met uw huidige leidinggevende?
Heeft u een vast of een tijdelijk contract bij deze organisatie?	Vast / tijdelijk

Huidige arbeidscontract

Score deze stellingen van 1 tot 5 (1 = helemaal niet mee eens, 5 = helemaal mee eens).

1. Mijn huidige type arbeidscontract komt mij op dit ogenblik het beste uit.
2. Mijn voorkeur gaat uit naar een ander type arbeidscontract dan dat ik nu heb.
3. Mijn huidige arbeidscontract is het type arbeidscontract van mijn voorkeur.
4. Mijn huidige arbeidscontract is van het type dat ik ook in de toekomst wil.

Psychological Contract

Hieronder volgt een lijst met een aantal beloften en toezeggingen die organisaties soms doen aan hun medewerkers. Geef voor elk van de beloften aan 1) of deze organisatie ze impliciet of expliciet heeft gedaan en 2) in welke mate deze belofte werd vervuld. Score deze stellingen van 1 tot 6 (1 = nee, 6 = ja, en belofte voldaan)

1. U interessant werk zal bieden?
2. U een redelijke werkzekerheid zal bieden?
3. U een goede beloning zal bieden voor het werk dat u doet?
4. U een mogelijkheid zal bieden om plezierig samen te werken?
5. U inspraak geven bij de besluitvorming?
6. U mogelijkheden zal bieden om vooruit te komen en uzelf te ontwikkelen?
7. U loopbaanmogelijkheden zal bieden?
8. U een goede werfsfeer zal bieden?
9. U in aanmerking zal laten komen voor een promotie wanneer de mogelijkheid zich voordoet?
10. U flexibiliteit zal garanderen bij het afstemmen van privéleven en werk?
11. U uitdagend werk zal bieden?
12. Hulp zal bieden bij problemen die zich buiten het werk voordoen?

Hoe lang is het geleden dat uw werkgever een belofte niet is nagekomen?

- 0-3 maanden
- 4-6 maanden
- 7-9 maanden

- 10-12 maanden
- Langer geleden
- Mijn werkgever heeft geen beloften verbroken

POS, LMX & OCB

Score deze stellingen van 1 tot 5 (1 = helemaal niet mee eens, 5 = helemaal mee eens).

- Deze organisatie geeft echt om mijn welzijn.
- Mijn organisatie is weinig bezorgd om me.
- Deze organisatie houdt sterk rekening met mijn doelstellingen en waarden.
- Deze organisatie geeft om mijn mening.
- Over het algemeen weet ik wat ik aan mijn direct leidinggevende heb.
- Mijn direct leidinggevende begrijpt mijn problemen en weet wat ik nodig heb.
- Mijn direct leidinggevend herkent mijn potentieel.
- Mijn direct leidinggevende zou zijn / haar macht gebruiken om mij te helpen bij het oplossen van werk gerelateerde problemen.
- Mijn direct leidinggevende zou mij, ten koste van zichzelf, uit de brand helpen bij werkproblemen.
- Mijn werkrelatie met mijn direct leidinggevende is effectief.
- Ik heb voldoende vertrouwen in mijn direct leidinggevende om zijn/haar besluiten te verdedigen en te rechtvaardigen wanneer hij/zij niet aanwezig is om dit te doen.
- Ik draag bij aan activiteiten die niet aan mij gevraagd worden, maar het imago van de organisatie versterken.
- Ik verdedig de organisatie wanneer anderen deze bekritisieren.
- Ik ben trots op de organisatie wanneer ik publiek hier over praat.
- Ik kom met ideeën om het functioneren van de organisatie te verbeteren.
- Ik toon loyaliteit aan de organisatie.
- Ik onderneem actie om de organisatie te behoeden voor mogelijke problemen.

Performance

Score deze stellingen van 1 tot 5 (1 = helemaal niet mee eens, 5 = helemaal mee eens).

- Ik voldoe aan alle formele prestatie eisen van mijn baan.
- Ik behaal de doelstellingen van mijn baan.
- Ik voer alle taken binnen mijn baan naar verwachting uit.
- Ik voldoe aan alle eisen die gesteld worden in de functieomschrijving van mijn baan.

Future Time Perspective in the Organization

Score deze stellingen van 1 tot 5 (1 = helemaal niet mee eens, 5 = helemaal mee eens).

1. Er wachten mij vele mogelijkheden in de toekomst binnen deze organisatie.
2. Ik verwacht dat ik veel nieuwe doelen kan maken in mijn toekomst in deze organisatie.
3. Mijn toekomst binnen dit bedrijf is vol met mogelijkheden.
4. Ik kan doen wat ik wil in mijn toekomst binnen deze organisatie
5. Ik heb maar beperkte mogelijkheden in mijn toekomst binnen deze organisatie
6. Ik heb veel tijd om nieuwe plannen te maken voor mijn carrier binnen deze organisatie.
7. Het merendeel van mijn tijd in deze organisatie ligt nog voor mij.
8. Mijn toekomst binnen deze organisatie lijkt oneindig voor mij.
9. Ik heb het gevoel dat mijn tijd binnen deze organisatie aan het opraken is.
10. Ik heb het gevoel dat mijn tijd binnen deze organisatie beperkt is.

Job experiences

Score deze stellingen van 1 tot 5 (1 = helemaal niet mee eens, 5 = helemaal mee eens).

- In mijn baan kan ik mijn vaardigheden en talenten goed gebruiken.
- Ik voel dat ik goed bij deze organisatie pas.
- Het zou heel moeilijk zijn voor mij om deze organisatie te verlaten.
- Ik heb veel vrijheid in deze baan om te beslissen hoe ik mijn doelen nastreef.
- De voordelen van deze baan zijn uitstekend.

Job satisfaction

Score deze stellingen van 1 tot 5 (1 = helemaal niet mee eens, 5 = helemaal mee eens).

- Ik ben niet gelukkig met mijn werk.
- Mijn werk verveelt me vaak.
- Meestal ben ik enthousiast over mijn werk.
- Ik vind plezier in mijn baan.

Intention to Quit

Score deze stellingen van 1 tot 5 (1 = helemaal niet mee eens, 5 = helemaal mee eens).

- Tegenwoordig heb ik vaak zin mijn baan op te geven.
- Ondanks de verplichtingen die ik heb tegenover deze organisatie, wil ik mijn baan zo snel mogelijk opzeggen
- Als ik kon, zou ik vandaag nog ontslag nemen.

Job insecurity

Score deze stellingen van 1 tot 5 (1 = helemaal niet mee eens, 5 = helemaal mee eens).

- De kans bestaat dat ik binnenkort mijn baan verlies.
- Ik weet zeker dat ik deze baan kan behouden.
- Ik voel me onzeker over de toekomst van mijn baan
- Ik denk dat ik in de nabije toekomst mijn baan zal verliezen.

Commitment

Score deze stellingen van 1 tot 5 (1 = helemaal niet mee eens, 5 = helemaal mee eens).

- Ik heb het gevoel dat ik echt bij deze organisatie hoor.
- Ik ervaar de problemen van deze organisatie als mijn eigen problemen
- Ik voel me emotioneel gehecht aan deze organisatie.
- Ik voel me als 'een deel van de familie' in deze organisatie.
- Deze organisatie betekent veel voor mij.

Intrinsic motivation

Score deze stellingen van 1 tot 5 (1 = helemaal niet mee eens, 5 = helemaal mee eens).

- Ik doe dit werk omdat ik er erg van geniet.
- Ik doe dit werk omdat ik plezier ervaar bij het doen van mijn werk.
- Ik doe dit werk voor de momenten van plezier die deze baan mij brengt.

Robotization / digitalisation

Score deze stellingen van 1 tot 5 (1 = helemaal niet mee eens, 5 = helemaal mee eens).

- Ik denk dat er door robotisering/digitalisering voor mij kansen zijn om nieuwe vaardigheden te leren.
- Ik denk dat robotisering/digitalisering op lange termijn een goede ontwikkeling is.

Employability

Score deze stellingen van 1 tot 5 (1 = helemaal niet mee eens, 5 = helemaal mee eens).

- Ik ben optimistisch dat ik ander werk zal vinden, als ik daarnaar zou zoeken.
- Ik vind gemakkelijk een andere baan als ik deze verlies.
- Ik kan makkelijk van werkgever veranderen, als ik dat zou willen.
- Ik heb er vertrouwen in dat ik snel een andere, gelijkwaardige, baan zou kunnen vinden.

Appendix 2: Used survey study 2

Beste deelnemer,

Allereerst willen wij u hartelijk danken voor uw deelname aan dit onderzoek. Wij hopen met uw tijd en inzet een goed onderzoek uit te voeren. Onze namen zijn Dominique van de Pol, Wies Berkers, Ahlam Dabapu, Kirsten Galesloot en Karlijn Teunissen en wij volgen de master Strategic Human Resources Leadership aan de Radboud Universiteit. Hierbij doen wij onderzoek naar de werkbeleving van medewerkers.

De vragenlijst zal circa 15-20 minuten van uw tijd in beslag nemen. Er zijn geen 'goede' of 'foute' antwoorden: het is uw mening die telt. Wanneer we het hebben over uw organisatie of werkgever dan doelen we op de organisatie waarvoor u op dit moment uw werk verricht. We willen benadrukken dat deelname aan dit onderzoek anoniem is: alle gegevens worden vertrouwelijk behandeld en informatie over individuele antwoorden wordt niet verspreid. Indien u vragen of opmerkingen heeft bij deze vragenlijst of indien u meer informatie wenst over de studie, aarzel niet om contact op te nemen met:

Dr. Jeroen de Jong (j.dejong@fm.ru.nl)

Faculteit Managementwetenschappen

Radboud Universiteit Nijmegen

Alvast enorm bedankt voor uw deelname!!

Met vriendelijke groet,

Dominique van de Pol, Wies Berkers, Ahlam Dabapu, Kirsten Galesloot en Karlijn Teunissen

Toestemming en goedkeuring deelname onderzoek. U kunt uw goedkeuring geven voor het gebruik van uw antwoorden voor het (afstudeer-)onderzoek van de studenten van de Radboud Universiteit door **alle vragen** hieronder aan te vinken.

- Ik geef toestemming om de gegevens die verzameld zijn tijdens dit onderzoek te gebruiken voor wetenschappelijk onderzoek.
- Ik weet dat al de informatie die ik ten behoeve van dit onderzoek geef anoniem wordt verzameld en niet tot mij terug te leiden zijn.
- Ik weet dat ik op elk moment kan stoppen met het onderzoek, ik hoef hiervoor geen reden op te geven.

Persoonlijke gegevens

- In welk jaar bent u geboren?
- Wat is uw geslacht? Man / vrouw / anders
- Wat is de hoogste opleiding die u heeft afgerond? Lagere school /
VMBO / HAVO,
VWO / MBO / HBO /
Universiteit
- Hoeveel uren werkt u gemiddeld per week?
- Hoeveel jaar werkt u voor deze werkgever?
- Hoeveel jaar werkt u samen met uw huidige leidinggevende?
- Heeft u een beroep dat op de vitale beroepsgroepen lijst staat? Ja / nee
- Hoeveel procent van uw werkzaamheden verricht u op dit moment thuis?
- Hoeveel procent van uw werkzaamheden verricht u normaal gesproken thuis?
- Heeft u doordeweeks, eventueel samen met anderen, de primaire zorg voor kinderen jonger dan 12 jaar? Ja / nee
- Heeft u een vast of een tijdelijk contract bij deze organisatie? Vast / tijdelijk

Future Time Perspective in the Organization

Score deze stellingen van 1 tot 5 (1 = helemaal niet mee eens, 5 = helemaal mee eens).

1. Er wachten mij vele mogelijkheden in de toekomst binnen deze organisatie.
2. Ik verwacht dat ik veel nieuwe doelen kan maken in mijn toekomst in deze organisatie.
3. Mijn toekomst binnen dit bedrijf is vol met mogelijkheden.
4. Ik kan doen wat ik wil in mijn toekomst binnen deze organisatie
5. Ik heb maar beperkte mogelijkheden in mijn toekomst binnen deze organisatie
6. Ik heb veel tijd om nieuwe plannen te maken voor mijn carrier binnen deze organisatie.
7. Het merendeel van mijn tijd in deze organisatie ligt nog voor mij.
8. Mijn toekomst binnen deze organisatie lijkt oneindig voor mij.
9. Ik heb het gevoel dat mijn tijd binnen deze organisatie aan het opraken is.
10. Ik heb het gevoel dat mijn tijd binnen deze organisatie beperkt is.

Psychological Well-being

Score deze stellingen van 1 tot 5 (1 = helemaal niet mee eens, 5 = helemaal mee eens).

Interpersonal fit at work

1. Ik waardeer de mensen met wie ik werk
2. Ik vind het leuk om te werken met de mensen op mijn werk
3. Ik kan goed overweg met de mensen op mijn werk
4. Ik heb een vertrouwensrelatie met de mensen op mijn werk
5. Ik heb het gevoel dat ik geaccepteerd word zoals ik ben door de mensen met wie ik werk

Thriving at work

1. Ik vind mijn werk opwindend
2. Ik vind mijn werk leuk
3. Ik ben trots op mijn werk
4. Ik vind betekenis in mijn werk
5. Ik voel veel voldoening op het werk

Feeling of competency at work

1. Ik weet dat ik in staat ben om mijn werk te doen
2. Ik voel me zelfverzekerd op het werk
3. Ik voel me effectief en competent in mijn werk
4. Ik voel dat ik weet wat ik in mijn werk moet doen
5. Ik ken mijn waarde als werknemer

Perceived recognition at work

1. Ik voel dat mijn werk herkend wordt.
2. Ik voel dat de moeite die ik in mijn werk steek herkend wordt.
3. Ik weet dat de mensen geloven in de projecten waaraan ik werk.
4. Ik voel dat de mensen met wie ik werk mijn bekwaamheid herkennen.
5. Ik voel me een volwaardig lid van de organisatie.

Desire for involvement at work

1. Ik wil initiatief nemen in mijn werk
2. Ik geef om het goede functioneren van mijn organisatie
3. Ik neem graag uitdagingen in mijn werk
4. Ik wil bijdragen aan het behalen van de doelen van mijn organisatie
5. Ik wil betrokken zijn bij de organisatie buiten mijn werk taken om

The Need for Relatedness

Score deze stellingen van 1 tot 5 (1 = helemaal niet mee eens, 5 = helemaal mee eens).

1. Ik voel me niet echt verbonden met de andere mensen op mijn werk
2. Op het werk voel ik me onderdeel van de groep
3. Ik meng me niet echt met andere mensen op het werk
4. Op het werk kan ik met andere mensen praten over dingen die ik belangrijk vind
5. Ik voel me vaak alleen als ik met mijn collega's ben
6. Op het werk word ik betrokken in sociale activiteiten door anderen
7. Op het werk zijn er mensen die me echt begrijpen
8. Sommige mensen met wie ik werk zijn goede vrienden van mij
9. Op het werk geeft niemand om mij
10. Er is niemand met wie ik mijn gedachten kan delen als ik dat wil

The Relational Psychological Contract

Hieronder volgt een lijst met een aantal beloften en toezeggingen die organisaties soms doen aan hun medewerkers. Geef voor elk van de beloften aan 1) of deze organisatie ze impliciet of expliciet heeft gedaan en 2) in welke mate deze belofte werd vervuld. Score deze stellingen van 1 tot 6 (1 = nee, 6 = ja, en belofte voldaan).

1. U interessant werk zal bieden?
2. U een redelijke werkzekerheid zal bieden?
3. U een goede beloning zal bieden voor het werk dat u doet?
4. U een mogelijkheid zal bieden om plezierig samen te werken?
5. U inspraak geven bij de besluitvorming?
6. U mogelijkheden zal bieden om vooruit te komen en uzelf te ontwikkelen?
7. U loopbaanmogelijkheden zal bieden?
8. U een goede werfsfeer zal bieden?
9. U in aanmerking zal laten komen voor een promotie wanneer de mogelijkheid zich voordoet?
10. U flexibiliteit zal garanderen bij het afstemmen van privéleven en werk?
11. U uitdagend werk zal bieden?
12. Hulp zal bieden bij problemen die zich buiten het werk voordoen?

Appendix 3: SPSS tables study 1

Correlation

Descriptive Statistics

	N	Mean	Std. Deviation
ItQ_avg	273	1,6153846	,83810849
OCB_avg	273	3,9230769	,70376600
Employ_avg	273	3,8360806	,94975250
FTPO_avg	273	2,8992674	,77814791
JS_avg	273	4,1025641	,74354627
JL_avg	273	4,0283883	,88251498
Perf_avg	273	4,3754579	,62394195
Valid N (listwise)	273		

Correlations

Correlations

		Perf_avg	JS_avg	JL_avg	Employ_avg	ItQ_avg	OCB_avg	FTPO_avg
Perf_avg	Pearson Correlation	1	,191**	,191**	,216**	-,073	,279**	-,032
	Sig. (2-tailed)		,002	,002	,000	,228	,000	,597
	N	273	273	273	273	273	273	273
JS_avg	Pearson Correlation	,191**	1	,290**	-,010	-,619**	,458**	,450**
	Sig. (2-tailed)	,002		,000	,874	,000	,000	,000
	N	273	273	273	273	273	273	273
JL_avg	Pearson Correlation	,191**	,290**	1	,179**	-,209**	,225**	,263**
	Sig. (2-tailed)	,002	,000		,003	,001	,000	,000
	N	273	273	273	273	273	273	273
Employ_avg	Pearson Correlation	,216**	-,010	,179**	1	,073	-,009	-,024
	Sig. (2-tailed)	,000	,874	,003		,232	,878	,694
	N	273	273	273	273	273	273	273
ItQ_avg	Pearson Correlation	-,073	-,619**	-,209**	,073	1	-,265**	-,459**
	Sig. (2-tailed)	,228	,000	,001	,232		,000	,000
	N	273	273	273	273	273	273	273
OCB_avg	Pearson Correlation	,279**	,458**	,225**	-,009	-,265**	1	,425**
	Sig. (2-tailed)	,000	,000	,000	,878	,000		,000
	N	273	273	273	273	273	273	273
FTPO_avg	Pearson Correlation	-,032	,450**	,263**	-,024	-,459**	,425**	1
	Sig. (2-tailed)	,597	,000	,000	,694	,000	,000	
	N	273	273	273	273	273	273	273

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

CFA 1

Chi-Square Test of Model Fit

Value	1951.075
Degrees of Freedom	189
P-Value	0.0000

RMSEA (Root Mean Square Error Of Approximation)

Estimate	0.185	
90 Percent C.I.	0.177	0.192
Probability RMSEA <= .05	0.000	

CFI/TLI

CFI	0.510
TLI	0.455

CFA 2

Chi-Square Test of Model Fit

Value	561.890
Degrees of Freedom	183
P-Value	0.0000

RMSEA (Root Mean Square Error Of Approximation)

Estimate	0.087	
90 Percent C.I.	0.079	0.095
Probability RMSEA <= .05	0.000	

CFI/TLI

CFI	0.895
TLI	0.879

CFA 3

Chi-Square Test of Model Fit

Value	418.657
Degrees of Freedom	179
P-Value	0.0000

RMSEA (Root Mean Square Error Of Approximation)

Estimate	0.070	
90 Percent C.I.	0.061	0.079
Probability RMSEA <= .05	0.000	

CFI/TLI

CFI	0.933
TLI	0.922

CFA 4

Chi-Square Test of Model Fit

Value	421.401
Degrees of Freedom	181
P-Value	0.0000

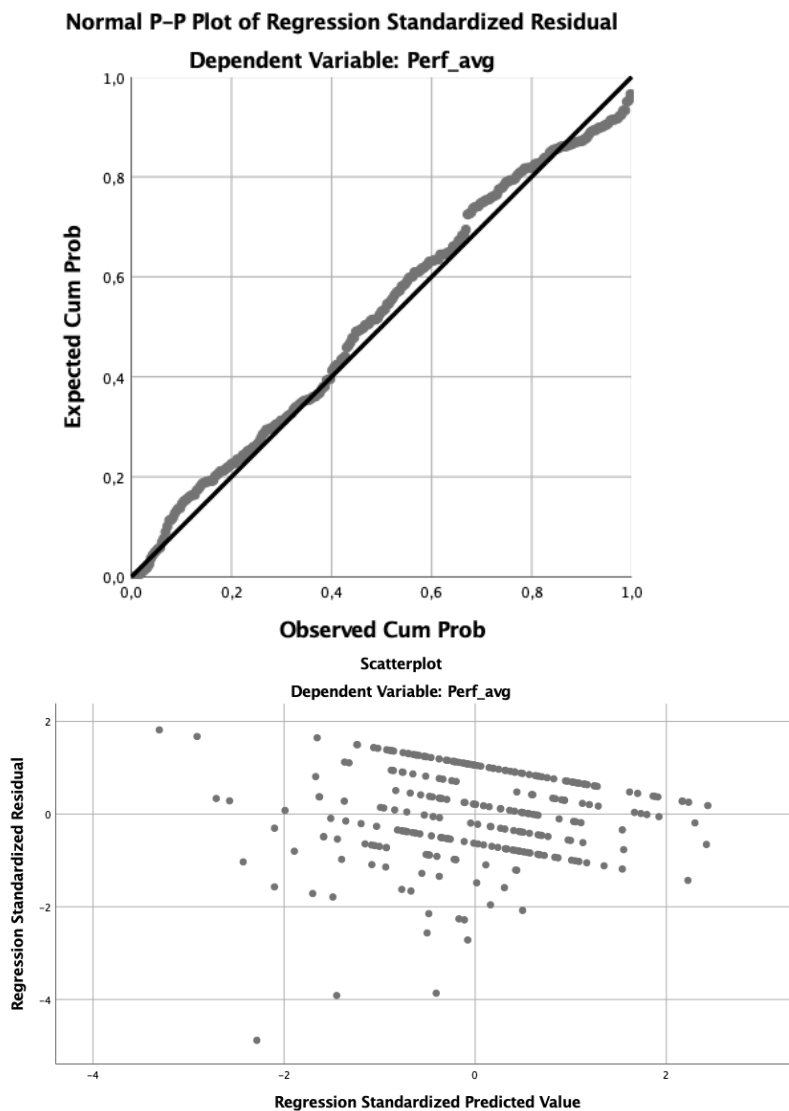
RMSEA (Root Mean Square Error Of Approximation)

Estimate	0.070	
90 Percent C.I.	0.061	0.078
Probability RMSEA <= .05	0.000	

CFI/TLI

CFI	0.933
TLI	0.922

Regression analysis 1



With regards to the linearity, the data points in the scatterplot follow a linear relationship. For the homoscedasticity, the scatterplot shows equal variances along the line as the range of the residuals looks equal. There is no cone-shaped pattern which indicates homoscedasticity. For the independence, there seems to be a slight downward pattern in the residual plot, but this should be no problem in conducting the regression analysis. When looking at the normal P-P plot, a visual check indicates normality as the data points are scattered around the line evenly. Lastly, the tolerance value is 0,727 and this indicates that there is no multicollinearity in the data. As all assumptions are satisfied, a regression analysis is seen as appropriate to conduct (Field, 2018).

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	ItQ_avg, Employ_avg, JI_avg, JS_avg ^b	.	Enter
2	FTPO_avg ^b	.	Enter

a. Dependent Variable: Perf_avg

b. All requested variables entered.

Model Summary^c

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			
						F Change	df1	df2	Sig. F Change
1	,310 ^a	,096	,083	,59764374	,096	7,116	4	268	,000
2	,340 ^b	,115	,099	,59230687	,019	5,851	1	267	,016

a. Predictors: (Constant), ItQ_avg, Employ_avg, JI_avg, JS_avg

b. Predictors: (Constant), ItQ_avg, Employ_avg, JI_avg, JS_avg, FTPO_avg

c. Dependent Variable: Perf_avg

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10,167	4	2,542	7,116	,000 ^b
	Residual	95,724	268	,357		
	Total	105,891	272			
2	Regression	12,220	5	2,444	6,966	,000 ^c
	Residual	93,671	267	,351		
	Total	105,891	272			

a. Dependent Variable: Perf_avg

b. Predictors: (Constant), ItQ_avg, Employ_avg, JI_avg, JS_avg

c. Predictors: (Constant), ItQ_avg, Employ_avg, JI_avg, JS_avg, FTPO_avg

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,829	,358		7,903	,000
	JS_avg	,164	,063	,195	2,585	,010
	JI_avg	,079	,044	,112	1,801	,073
	Employ_avg	,127	,039	,193	3,252	,001
	ItQ_avg	,042	,055	,057	,767	,444
2	(Constant)	3,078	,369		8,332	,000
	JS_avg	,196	,064	,234	3,052	,003
	JI_avg	,095	,044	,134	2,166	,031
	Employ_avg	,124	,039	,189	3,207	,002
	ItQ_avg	,008	,057	,011	,142	,887
	FTPO_avg	-,131	,054	-,163	-2,419	,016

a. Dependent Variable: Perf_avg

Excluded Variables^a

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics Tolerance
1	FTPO_avg	-,163 ^b	-2,419	,016	-,146	,727

a. Dependent Variable: Perf_avg

b. Predictors in the Model: (Constant), ItQ_avg, Employ_avg, JI_avg, JS_avg

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3,6747077	4,8913713	4,3754579	,21195558	273
Residual	-2,8910730	1,07529235	,00000000	,58683762	273
Std. Predicted Value	-3,306	2,434	,000	1,000	273
Std. Residual	-4,881	1,815	,000	,991	273

Regression analysis 2

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	OCB_avg, Employ_avg, ItQ_avg, JI_avg	.	Enter
2	FTPO_avg ^b	.	Enter

a. Dependent Variable: JS_avg

b. All requested variables entered.

Model Summary^c

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			
						F Change	df1	df2	Sig. F Change
1	,699 ^a	,488	,481	,53580845	,488	63,950	4	268	,000
2	,702 ^b	,493	,484	,53423742	,005	2,579	1	267	,110

a. Predictors: (Constant), OCB_avg, Employ_avg, ItQ_avg, JI_avg

b. Predictors: (Constant), OCB_avg, Employ_avg, ItQ_avg, JI_avg, FTPO_avg

c. Dependent Variable: JS_avg

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	73,438	4	18,359	63,950	,000 ^b
	Residual	76,940	268	,287		
	Total	150,378	272			
2	Regression	74,174	5	14,835	51,977	,000 ^c
	Residual	76,204	267	,285		
	Total	150,378	272			

a. Dependent Variable: JS_avg

b. Predictors: (Constant), OCB_avg, Employ_avg, ItQ_avg, JI_avg

c. Predictors: (Constant), OCB_avg, Employ_avg, ItQ_avg, JI_avg, FTPO_avg

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,204	,272		11,769	,000
	JI_avg	,096	,039	,113	2,446	,015
	Employ_avg	,008	,035	,010	,231	,817
	ItQ_avg	-,459	,041	-,518	-11,219	,000
	OCB_avg	,312	,049	,295	6,410	,000
2	(Constant)	3,064	,285		10,747	,000
	JI_avg	,087	,039	,103	2,202	,029
	Employ_avg	,009	,035	,012	,266	,790
	ItQ_avg	-,433	,044	-,488	-9,827	,000
	OCB_avg	,285	,051	,269	5,535	,000
	FTPO_avg	,081	,051	,085	1,606	,110

a. Dependent Variable: JS_avg

Excluded Variables^a

Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics Tolerance	
1	FTPO_avg	,085 ^b	1,606	,110	,098	,676

a. Dependent Variable: JS_avg

b. Predictors in the Model: (Constant), OCB_avg, Employ_avg, ItQ_avg, JI_avg

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2,0553961	4,9006162	4,1025641	,52220487	273
Residual	-1,4922993	1,67060661	,00000000	,52930438	273
Std. Predicted Value	-3,920	1,528	,000	1,000	273
Std. Residual	-2,793	3,127	,000	,991	273

a. Dependent Variable: JS_avg

Regression analysis 3

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Employ_avg, JS_avg, JL_avg, ItQ_avg ^b	.	Enter
2	FTPO_avg ^b	.	Enter

a. Dependent Variable: OCB_avg

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			
						F Change	df1	df2	Sig. F Change
1	,469 ^a	,220	,209	,62608610	,220	18,921	4	268	,000
2	,531 ^b	,282	,268	,60204417	,061	22,832	1	267	,000

a. Predictors: (Constant), Employ_avg, JS_avg, JL_avg, ItQ_avg

b. Predictors: (Constant), Employ_avg, JS_avg, JL_avg, ItQ_avg, FTPO_avg

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29,666	4	7,417	18,921	,000 ^b
	Residual	105,052	268	,392		
	Total	134,718	272			
2	Regression	37,942	5	7,588	20,936	,000 ^c
	Residual	96,776	267	,362		
	Total	134,718	272			

a. Dependent Variable: OCB_avg

b. Predictors: (Constant), Employ_avg, JS_avg, JL_avg, ItQ_avg

c. Predictors: (Constant), Employ_avg, JS_avg, JL_avg, ItQ_avg, FTPO_avg

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1,856	,375		4,949	,000					
	ItQ_avg	,032	,058	,038	,553	,581	-,265	,034	,030	,611	1,638
	JS_avg	,426	,066	,450	6,410	,000	,458	,365	,346	,590	1,695
	JL_avg	,085	,046	,107	1,859	,064	,225	,113	,100	,880	1,136
	Employ_avg	-,020	,041	-,027	-,488	,626	-,009	-,030	-,026	,955	1,047
2	(Constant)	1,357	,376		3,612	,000					
	ItQ_avg	,101	,058	,120	1,756	,080	-,265	,107	,091	,572	1,748
	JS_avg	,362	,065	,382	5,535	,000	,458	,321	,287	,565	1,770
	JL_avg	,053	,045	,066	1,181	,239	,225	,072	,061	,860	1,163
	Employ_avg	-,014	,039	-,019	-,363	,717	-,009	-,022	-,019	,954	1,048
	FTPO_avg	,263	,055	,291	4,778	,000	,425	,281	,248	,727	1,376

a. Dependent Variable: OCB_avg

Excluded Variables^a

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics		
						Tolerance	VIF	Minimum Tolerance
1	FTPO_avg	,291 ^b	4,778	,000	,281	,727	1,376	,565

a. Dependent Variable: OCB_avg

Appendix 4: SPSS tables study 2

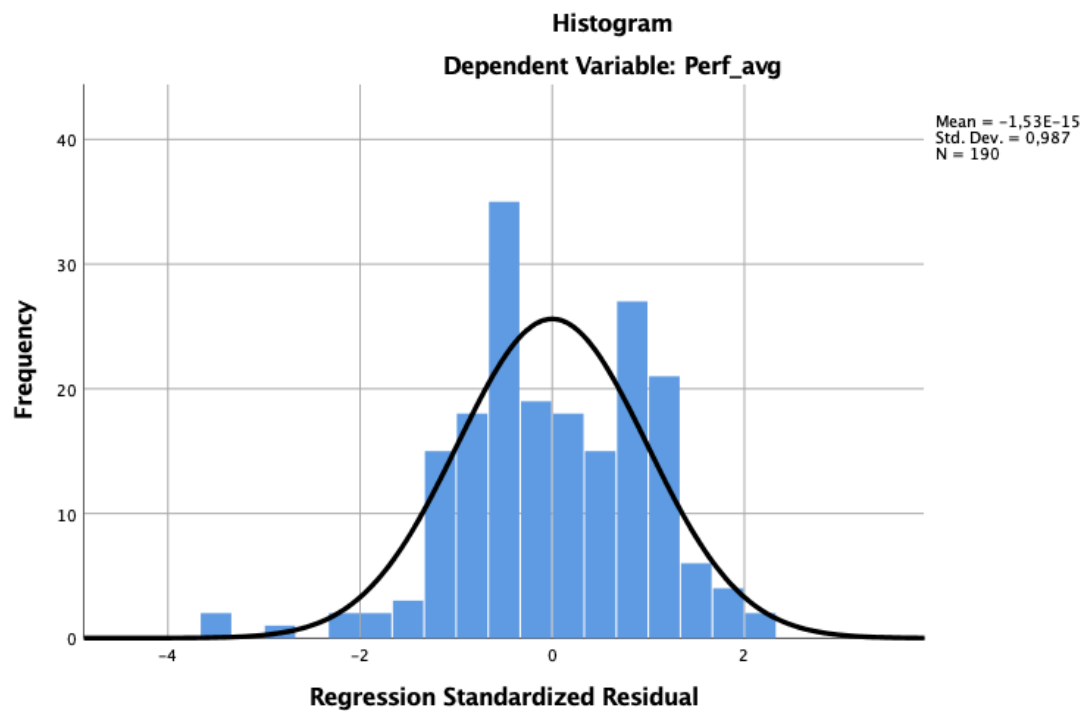
Correlation

Descriptive Statistics

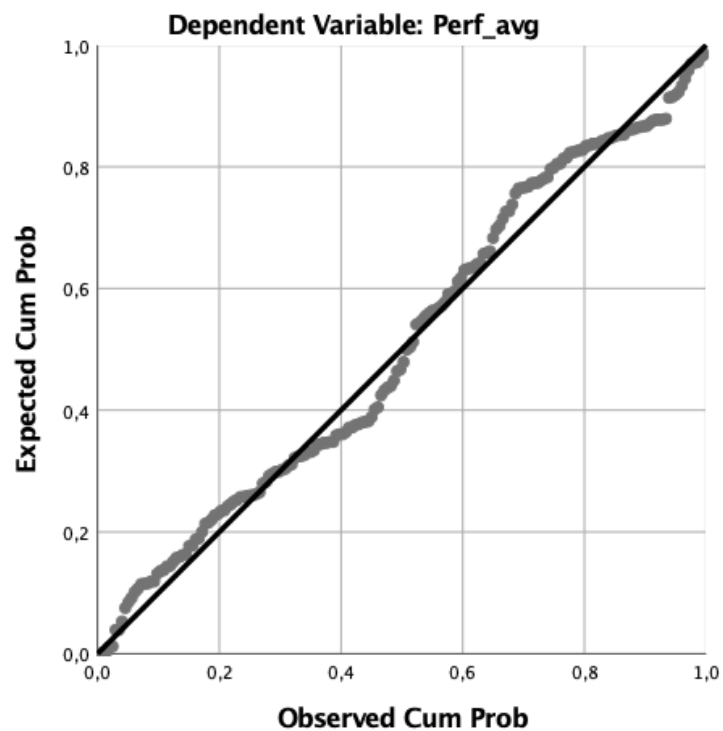
	Mean	Std. Deviation	N
Perf_avg	4,3078947	,59645406	190
JS_avg	4,1302632	,81556773	190
Jl_avg	3,8605263	1,04382525	190
Employ_avg	3,7684211	,93629215	190
ItQ_avg	1,6175439	,88950828	190
OCB_avg	3,7449561	,69247813	190
NfR_avg	4,0494737	,52752265	190
PC_avg	3,8149123	1,02619848	190
PW_avg	4,0397895	,49653184	190
FTPO_avg	2,8542105	1,00956178	190

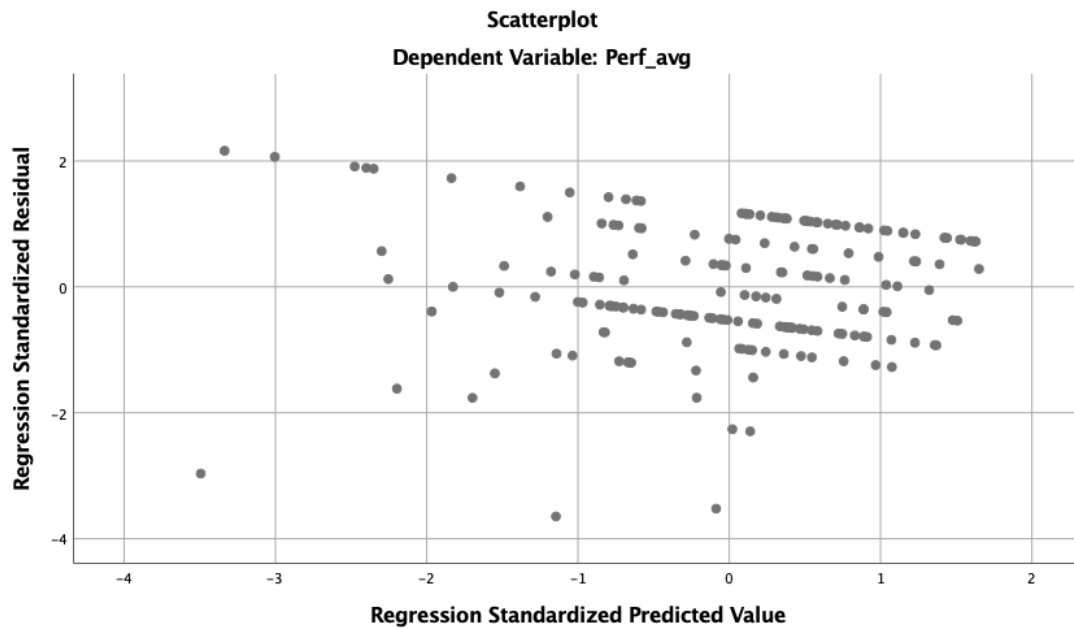
		Correlations									
		Perf_avg	JS_avg	Jl_avg	Employ_avg	ItQ_avg	OCB_avg	NfR_avg	PC_avg	PW_avg	FTPO_avg
Perf_avg	Pearson Correlation	1	,246**	,131	,117	-,216**	,258**	,268**	,195**	,467**	,130
	Sig. (2-tailed)		,001	,071	,108	,003	,000	,000	,007	,000	,074
	N	190	190	190	190	190	190	190	190	190	190
JS_avg	Pearson Correlation	,246**	1	,316**	-,008	-,734**	,360**	,476**	,400**	,675**	,462**
	Sig. (2-tailed)	,001		,000	,909	,000	,000	,000	,000	,000	,000
	N	190	190	190	190	190	190	190	190	190	190
Jl_avg	Pearson Correlation	,131	,316**	1	,193**	-,386**	,124	,289**	,274**	,346**	,469**
	Sig. (2-tailed)	,071	,000		,008	,000	,089	,000	,000	,000	,000
	N	190	190	190	190	190	190	190	190	190	190
Employ_avg	Pearson Correlation	,117	-,008	,193**	1	,078	-,059	,111	-,012	,040	,151*
	Sig. (2-tailed)	,108	,909	,008		,282	,420	,128	,873	,585	,037
	N	190	190	190	190	190	190	190	190	190	190
ItQ_avg	Pearson Correlation	-,216**	-,734**	-,386**	,078	1	-,209**	-,398**	-,312**	-,551**	-,428**
	Sig. (2-tailed)	,003	,000	,000	,282		,004	,000	,000	,000	,000
	N	190	190	190	190	190	190	190	190	190	190
OCB_avg	Pearson Correlation	,258**	,360**	,124	-,059	-,209**	1	,302**	,364**	,531**	,276**
	Sig. (2-tailed)	,000	,000	,089	,420	,004		,000	,000	,000	,000
	N	190	190	190	190	190	190	190	190	190	190
NfR_avg	Pearson Correlation	,268**	,476**	,289**	,111	-,398**	,302**	1	,351**	,682**	,275**
	Sig. (2-tailed)	,000	,000	,000	,128	,000	,000		,000	,000	,000
	N	190	190	190	190	190	190	190	190	190	190
PC_avg	Pearson Correlation	,195**	,400**	,274**	-,012	-,312**	,364**	,351**	1	,440**	,530**
	Sig. (2-tailed)	,007	,000	,000	,873	,000	,000	,000		,000	,000
	N	190	190	190	190	190	190	190	190	190	190
PW_avg	Pearson Correlation	,467**	,675**	,346**	,040	-,551**	,531**	,682**	,440**	1	,418**
	Sig. (2-tailed)	,000	,000	,000	,585	,000	,000	,000	,000		,000
	N	190	190	190	190	190	190	190	190	190	190
FTPO_avg	Pearson Correlation	,130	,462**	,469**	,151*	-,428**	,276**	,275**	,530**	,418**	1
	Sig. (2-tailed)	,074	,000	,000	,037	,000	,000	,000	,000	,000	
	N	190	190	190	190	190	190	190	190	190	190

Regression analysis 1



Normal P-P Plot of Regression Standardized Residual





With regards to the linearity, the data points in the scatterplot follow a linear relationship. For the homoscedasticity, the scatterplot shows equal variances along the line as the range of the residuals looks equal. There is no cone-shaped pattern which indicates homoscedasticity. For the independence, there seems to be a slight downward pattern in the residual plot, but this should be no problem in conducting the regression analysis. When looking at the normal P-P plot, a visual check indicates normality as the data points are scattered around the line evenly. Lastly, the tolerance value is 0,659 and this indicates that there is no multicollinearity in the data. As all assumptions are satisfied, a regression analysis is seen as appropriate to conduct (Field, 2018).

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	JS_avg, Employ_avg, JI_avg, ItQ_avg ^b	.	Enter
2	FTPO_avg ^b	.	Enter

a. Dependent Variable: Perf_avg

b. All requested variables entered.

Model Summary^c

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			
						F Change	df1	df2	Sig. F Change
1	,281 ^a	,079	,059	,57849583	,079	3,979	4	185	,004
2	,282 ^b	,080	,055	,57993960	,000	,080	1	184	,778

a. Predictors: (Constant), JS_avg, Employ_avg, JI_avg, ItQ_avg

b. Predictors: (Constant), JS_avg, Employ_avg, JI_avg, ItQ_avg, FTPO_avg

c. Dependent Variable: Perf_avg

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5,327	4	1,332	3,979	,004 ^b
	Residual	61,912	185	,335		
	Total	67,238	189			
2	Regression	5,353	5	1,071	3,183	,009 ^c
	Residual	61,885	184	,336		
	Total	67,238	189			

a. Dependent Variable: Perf_avg

b. Predictors: (Constant), JS_avg, Employ_avg, JI_avg, ItQ_avg

c. Predictors: (Constant), JS_avg, Employ_avg, JI_avg, ItQ_avg, FTPO_avg

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,540	,454		7,791	,000
	JI_avg	,010	,045	,018	,228	,820
	Employ_avg	,078	,047	,122	1,670	,097
	ItQ_avg	-,060	,073	-,089	-,821	,413
	JS_avg	,129	,076	,176	1,691	,093
2	(Constant)	3,539	,455		7,771	,000
	JI_avg	,015	,048	,026	,308	,758
	Employ_avg	,079	,047	,125	1,688	,093
	ItQ_avg	-,061	,073	-,092	-,839	,403
	JS_avg	,134	,079	,183	1,706	,090
	FTPO_avg	-,015	,051	-,025	-,283	,778

a. Dependent Variable: Perf_avg

Excluded Variables^a

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics Tolerance
1	FTPO_avg	-,025 ^b	-,283	,778	-,021	,659

a. Dependent Variable: Perf_avg

b. Predictors in the Model: (Constant), JS_avg, Employ_avg, JI_avg, ItQ_avg

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3,7198727	4,5856481	4,3078947	,16830071	190
Residual	-2,1150568	1,25353062	,00000000	,57221702	190
Std. Predicted Value	-3,494	1,650	,000	1,000	190
Std. Residual	-3,647	2,161	,000	,987	190

a. Dependent Variable: Perf_avg

Regression analysis 2

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	OCB_avg, Employ_avg, ItQ_avg, JI_avg ^b	.	Enter
2	FTPO_avg ^b	.	Enter

a. Dependent Variable: JS_avg

b. All requested variables entered.

Model Summary^c

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			
						F Change	df1	df2	Sig. F Change
1	,766 ^a	,587	,578	,52988496	,587	65,683	4	185	,000
2	,775 ^b	,600	,589	,52286161	,013	6,003	1	184	,015

a. Predictors: (Constant), OCB_avg, Employ_avg, ItQ_avg, JI_avg

b. Predictors: (Constant), OCB_avg, Employ_avg, ItQ_avg, JI_avg, FTPO_avg

c. Dependent Variable: JS_avg

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	73,770	4	18,442	65,683	,000 ^b
	Residual	51,944	185	,281		
	Total	125,713	189			
2	Regression	75,411	5	15,082	55,168	,000 ^c
	Residual	50,303	184	,273		
	Total	125,713	189			

a. Dependent Variable: JS_avg

b. Predictors: (Constant), OCB_avg, Employ_avg, ItQ_avg, JI_avg

c. Predictors: (Constant), OCB_avg, Employ_avg, ItQ_avg, JI_avg, FTPO_avg

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,968	,321		12,354	,000
	JI_avg	,009	,041	,012	,224	,823
	Employ_avg	,049	,043	,056	1,147	,253
	ItQ_avg	-,631	,048	-,688	-13,056	,000
	OCB_avg	,257	,057	,218	4,504	,000
2	(Constant)	3,893	,318		12,223	,000
	JI_avg	-,025	,043	-,032	-,587	,558
	Employ_avg	,034	,043	,039	,796	,427
	ItQ_avg	-,595	,050	-,649	-11,944	,000
	OCB_avg	,226	,058	,192	3,922	,000
	FTPO_avg	,113	,046	,140	2,450	,015

a. Dependent Variable: JS_avg

Excluded Variables^a

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics Tolerance
1	FTPO_avg	,140 ^b	2,450	,015	,178	,664

a. Dependent Variable: JS_avg

b. Predictors in the Model: (Constant), OCB_avg, Employ_avg, ItQ_avg, JI_avg

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1,7788068	4,9840307	4,1302632	,63166356	190
Residual	-1,5997152	2,90918827	,00000000	,51589909	190
Std. Predicted Value	-3,723	1,352	,000	1,000	190
Std. Residual	-3,060	5,564	,000	,987	190

a. Dependent Variable: JS_avg

Regression analysis 3

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	OCB_avg, Employ_avg, ItQ_avg, JI_avg, JS_avg ^b	.	Enter
2	FTPO_avg ^b	.	Enter

a. Dependent Variable: PW_avg

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			
						F Change	df1	df2	Sig. F Change
1	,760 ^a	,578	,567	,32678753	,578	50,468	5	184	,000
2	,761 ^b	,579	,565	,32757465	,000	,117	1	183	,733

a. Predictors: (Constant), OCB_avg, Employ_avg, ItQ_avg, JI_avg, JS_avg

b. Predictors: (Constant), OCB_avg, Employ_avg, ItQ_avg, JI_avg, JS_avg, FTPO_avg

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26,947	5	5,389	50,468	,000 ^b
	Residual	19,649	184	,107		
	Total	46,597	189			
2	Regression	26,960	6	4,493	41,874	,000 ^c
	Residual	19,637	183	,107		
	Total	46,597	189			

a. Dependent Variable: PW_avg

b. Predictors: (Constant), OCB_avg, Employ_avg, ItQ_avg, JI_avg, JS_avg

c. Predictors: (Constant), OCB_avg, Employ_avg, ItQ_avg, JI_avg, JS_avg, FTPO_avg

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,878	,268		7,017	,000
	JS_avg	,257	,045	,422	5,662	,000
	ItQ_avg	-,074	,041	-,132	-1,787	,076
	Jl_avg	,052	,025	,109	2,041	,043
	Employ_avg	,028	,026	,053	1,059	,291
	OCB_avg	,244	,037	,341	6,588	,000
2	(Constant)	1,882	,269		7,009	,000
	JS_avg	,254	,046	,417	5,497	,000
	ItQ_avg	-,072	,042	-,130	-1,741	,083
	Jl_avg	,049	,027	,103	1,810	,072
	Employ_avg	,027	,027	,050	1,002	,317
	OCB_avg	,242	,038	,338	6,438	,000
	FTPO_avg	,010	,029	,020	,342	,733

a. Dependent Variable: PW_avg

Excluded Variables^a

Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics Tolerance	
1	FTPO_avg	,020 ^b	,342	,733	,025	,643

a. Dependent Variable: PW_avg

b. Predictors in the Model: (Constant), OCB_avg, Employ_avg, ItQ_avg, Jl_avg, JS_avg

Confirmatory Factor Analysis for FTPO

One-factor CFA

Chi-Square Test of Model Fit

Value	1792.149
Degrees of Freedom	189
P-Value	0.0000

RMSEA (Root Mean Square Error Of Approximation)

Estimate	0.211	
90 Percent C.I.	0.202	0.220
Probability RMSEA <= .05	0.000	

CFI/TLI

CFI	0.492
TLI	0.435

Four-factor CFA

Chi-Square Test of Model Fit

Value	554.876
Degrees of Freedom	183
P-Value	0.0000

RMSEA (Root Mean Square Error Of Approximation)

Estimate	0.103	
90 Percent C.I.	0.094	0.113
Probability RMSEA <= .05	0.000	

CFI/TLI

CFI	0.882
TLI	0.865

Five-factor CFA

Chi-Square Test of Model Fit

Value	408.975
Degrees of Freedom	179
P-Value	0.0000

RMSEA (Root Mean Square Error Of Approximation)

Estimate	0.082	
90 Percent C.I.	0.072	0.093
Probability RMSEA <= .05	0.000	

CFI/TLI

CFI	0.927
TLI	0.914

Five-factor CFA with first order

Chi-Square Test of Model Fit

Value	415.929
Degrees of Freedom	181
P-Value	0.0000

RMSEA (Root Mean Square Error Of Approximation)

Estimate	0.083	
90 Percent C.I.	0.072	0.093
Probability RMSEA <= .05	0.000	

CFI/TLI

CFI	0.926
TLI	0.914

EFA start

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,875
Bartlett's Test of Sphericity	Approx. Chi-Square	6811,439
	df	1596
	Sig.	,000

Total Variance Explained

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings ^a
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	15,059	26,419	26,419	14,710	25,807	25,807	6,265
2	5,739	10,068	36,487	5,395	9,466	35,272	7,867
3	2,855	5,008	41,495	2,460	4,316	39,588	4,395
4	2,481	4,353	45,849	2,144	3,761	43,349	6,194
5	2,335	4,096	49,944	1,938	3,401	46,750	5,440
6	1,893	3,320	53,265	1,502	2,636	49,386	5,946
7	1,700	2,982	56,246	1,315	2,308	51,693	6,014
8	1,409	2,471	58,718	1,039	1,823	53,516	2,814
9	1,286	2,256	60,974	,892	1,564	55,080	2,517
10	1,276	2,239	63,213	,831	1,459	56,539	3,848
11	1,179	2,069	65,281	,719	1,262	57,801	3,715
12	1,122	1,968	67,250	,651	1,142	58,943	3,952
13	1,061	1,862	69,112	,631	1,106	60,049	2,186
14	1,009	1,770	70,882	,575	1,008	61,057	2,829

Pattern Matrix^a

	Factor													
	1	2	3	4	5	6	7	8	9	10	11	12	13	14
PW_Rec1	,705			-,175							-,111		,131	
PW_Rec2	,694			-,159	-,102								,126	
PW_Rec3	,610			-,184			,133			,130				
PW_Rec5	,552			,115	-,108		,146	,167	,146			-,266		
PW_Rec4	,549			-,139			,233				,145			
PW_Comp5	,450					-,103	,329			-,134				
FTPO3		-,821							,134					
FTPO1		-,781			-,141									,172
FTPO2		-,770												,198
FTPO6		-,712						-,106						,103
FTPO4		-,679										-,229		
FTPO5_recoded		-,653	,112				,236	,101	-,124			-,160	-,130	-,137
FTPO7		-,638	,123				,274					,116		
FTPO8		-,565		-,124	,160		,303				,117			
PC8			,707				,106							
PC4			,673						,157				,121	
PC1		-,122	,563	-,173			-,135	-,114					-,148	,338
PC11			,373	-,280	,106	-,137	-,165				,150	-,226		,317
PC3	,116		,268	,227		-,113		-,119		,160		-,133		
PW_Thriving5	,173			-,737		-,102		,115						,102
PW_Thriving1		-,109		-,699	-,115						,126			-,114
PW_Thriving4	,130			-,687						,189				
PW_Thriving2				-,646	-,135		,171						,103	
PW_Thriving3	,136			-,630		-,213		,117		,101	-,152			
PW_IF2			,110	-,152	-,761									
PW_IF3					-,681		,132							

PW_IF1														
NFR1_recoded														
NFR3_recoded														
NeedforRel2														
PW_Inv4														
PW_Inv2														
PW_Inv3														
PW_Inv5														
PW_Inv1														
PW_Comp2														
PW_Comp3														
PW_Comp4														
PW_Comp1														
FTPO9_recoded														
FTPO10_recoded														
PW_IF4														
NeedforRel7														
NeedforRel4														
NeedforRel8														
NFR10_recoded														
NFR9_recoded														
NFR5_recoded														
NeedforRel6														
PW_IF5														
PC7														
PC9														
PC6														
PC12														
PC10														
PC2														
PC5														

Extraction Method: Principal Axis Factoring.
Rotation Method: Oblimin with Kaiser Normalization.
a. Rotation converged in 49 iterations.

EFA final

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,885
Bartlett's Test of Sphericity	Approx. Chi-Square	4467,460
	df	703
	Sig.	,000

Total Variance Explained

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings ^a
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	
1	11,298	29,732	29,732	10,948	28,811	28,811	5,689
2	4,531	11,925	41,657	4,170	10,974	39,785	7,224
3	2,184	5,747	47,404	1,825	4,802	44,587	5,943
4	2,167	5,702	53,106	1,797	4,730	49,317	3,105
5	1,574	4,143	57,248	1,164	3,062	52,379	4,069
6	1,454	3,826	61,075	1,062	2,795	55,174	4,366
7	1,244	3,275	64,350	,877	2,308	57,482	4,496
8	1,125	2,960	67,310	,721	1,896	59,379	2,967
9	1,103	2,902	70,211	,677	1,782	61,160	3,487

Pattern Matrix^a

	Factor								
	1	2	3	4	5	6	7	8	9
PW_Rec2	,761		-,101		-,106				
PW_Rec1	,727		-,130						
PW_Rec3	,671		-,156			,103			
PW_Rec4	,591		-,105			,256			
PW_Rec5	,499		,101		,139	,235	-,113	,119	
FTPO7		-,823	-,112		-,116				
FTPO3		-,777		-,126	,123				
FTPO8		-,760	-,127	,192	-,110				
FTPO1		-,724		-,203	,237				
FTPO2		-,718		-,120	,282				
FTPO5_recoded		-,712							
FTPO4		-,648			,186				
FTPO6	,117	-,632		-,113	,104	-,140			
FTPO10_recoded		-,602				,164			
PW_Thriving5	,114		-,800						
PW_Thriving1			-,705	-,178					
PW_Thriving4	,100		-,704						,120
PW_Thriving2		,102	-,689	-,128		,117			
PW_Thriving3		-,101	-,630				-,173	-,102	
PW_IF2			-,178	-,767		,122			
PW_IF1				-,643			-,121		
PW_IF3				-,549		,190	-,122		
PC7			-,177		,687				
PC6			-,182		,584	-,158		,115	,128
PC9					,566			,114	
PC2		-,134			,383	,110			
PW_Comp2	,120				,117	,786			
PW_Comp3					,117	,723			
PW_Comp4						,721			
PW_Comp1		-,104		-,101	-,145	,623			
PW_Inv2							-,786		
PW_Inv4	,134						-,779		
PW_Inv5	-,180		-,201	-,146			-,553	,106	
PC4					,121			,827	
PC8		-,110		-,118				,650	
NfR10_recoded					,107				,812
NfR9_recoded	,104			-,109	-,180				,438
NeedforRel7		-,111				,134		,117	,364

Extraction Method: Principal Axis Factoring.

Rotation Method: Oblimin with Kaiser Normalization.

a. Rotation converged in 12 iterations.

Descriptive statistics hypotheses section

Descriptive Statistics

	N	Mean	Std. Deviation
PW_avg	190	4,0397895	,49653184
NfR_avg	190	4,0494737	,52752265
FTPO_avg	190	2,8542105	1,00956178
PC_avg	190	3,8149123	1,02619848
Valid N (listwise)	190		

Hypothesis 1 testing

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	HoursWeek, TypeContract, Gender, Age ^b	.	Enter
2	FTPO_avg ^b	.	Enter

a. Dependent Variable: PW_avg

b. All requested variables entered.

Model Summary^c

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics				Durbin-Watson
						F Change	df1	df2	Sig. F Change	
1	,225 ^a	,051	,030	,49062475	,051	2,442	4	183	,048	
2	,459 ^b	,211	,189	,44849234	,160	36,998	1	182	,000	2,007

a. Predictors: (Constant), HoursWeek, TypeContract, Gender, Age

b. Predictors: (Constant), HoursWeek, TypeContract, Gender, Age, FTPO_avg

c. Dependent Variable: PW_avg

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2,352	4	,588	2,442	,048 ^b
	Residual	44,050	183	,241		
	Total	46,402	187			
2	Regression	9,794	5	1,959	9,738	,000 ^c
	Residual	36,608	182	,201		
	Total	46,402	187			

a. Dependent Variable: PW_avg

b. Predictors: (Constant), HoursWeek, TypeContract, Gender, Age

Descriptive Statistics

	Mean	Std. Deviation	N
PW_avg	4,0374468	,49813542	188
Gender	1,37	,483	188
TypeContract	1,40	,491	188
Age	34,1915	13,95468	188
HoursWeek	28,9694	13,99745	188
FTPO_avg	2,8563830	1,01471089	188

Correlations

		PW_avg	Gender	TypeContract	Age	HoursWeek	FTPO_avg
Pearson Correlation	PW_avg	1,000	,003	-,104	,150	,178	,419
	Gender	,003	1,000	-,170	,241	,430	,091
	TypeContract	-,104	-,170	1,000	-,483	-,206	-,078
	Age	,150	,241	-,483	1,000	,337	-,044
	HoursWeek	,178	,430	-,206	,337	1,000	,388
	FTPO_avg	,419	,091	-,078	-,044	,388	1,000
Sig. (1-tailed)	PW_avg	.	,484	,077	,020	,007	,000
	Gender	,484	.	,010	,000	,000	,108
	TypeContract	,077	,010	.	,000	,002	,145
	Age	,020	,000	,000	.	,000	,274
	HoursWeek	,007	,000	,002	,000	.	,000
	FTPO_avg	,000	,108	,145	,274	,000	.
N	PW_avg	188	188	188	188	188	188
	Gender	188	188	188	188	188	188
	TypeContract	188	188	188	188	188	188
	Age	188	188	188	188	188	188
	HoursWeek	188	188	188	188	188	188
	FTPO_avg	188	188	188	188	188	188

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	3,935	,213		18,450	,000					
	Gender	-,109	,083	-,105	-1,311	,192	,003	-,096	-,094	,803	1,245
	TypeContract	-,039	,084	-,038	-,467	,641	-,104	-,034	-,034	,763	1,310
	Age	,003	,003	,095	1,104	,271	,150	,081	,079	,704	1,421
	HoursWeek	,007	,003	,184	2,220	,028	,178	,162	,160	,757	1,322
2	(Constant)	3,283	,223		14,753	,000					
	Gender	-,073	,076	-,071	-,968	,335	,003	-,072	-,064	,798	1,252
	TypeContract	,009	,077	,009	,123	,902	-,104	,009	,008	,755	1,324
	Age	,007	,003	,202	2,507	,013	,150	,183	,165	,670	1,492
	HoursWeek	-,001	,003	-,031	-,368	,714	,178	-,027	-,024	,622	1,609
	FTPO_avg	,220	,036	,447	6,083	,000	,419	,411	,400	,802	1,247

a. Dependent Variable: PW_avg

Excluded Variables^a

Model		Beta In	t	Sig.	Collinearity Statistics			
					Partial Correlation	Tolerance	VIF	Minimum Tolerance
1	FTPO_avg	,447 ^b	6,083	,000	,411	,802	1,247	,622

a. Dependent Variable: PW_avg

b. Predictors in the Model: (Constant), HoursWeek, TypeContract, Gender, Age

Hypothesis 2 testing

```
*****
Model : 1
  Y : PW_avg
  X : FTP0_avg
  W : NfR_avg

Covariates:
  Gender   Age      TypeCont HoursWee

Sample
Size: 188

*****
OUTCOME VARIABLE:
  PW_avg

Model Summary
      R      R-sq      MSE      F      df1      df2      p
      ,7458      ,5562      ,1144      32,2315      7,0000      180,0000      ,0000

Model
      coeff      se      t      p      LLCI      ULCI
constant      3,8072      ,1483      25,6807      ,0000      3,5147      4,0997
FTP0_avg      ,1451      ,0280      5,1748      ,0000      ,0898      ,2004
NfR_avg      ,5715      ,0506      11,3039      ,0000      ,4718      ,6713
Int_1      -,0478      ,0504      -,9478      ,3445      -,1473      ,0517
Gender      ,0404      ,0589      ,6856      ,4938      -,0758      ,1565
Age      ,0066      ,0022      3,0484      ,0026      ,0023      ,0109
TypeCont      ,0321      ,0580      ,5532      ,5808      -,0824      ,1466
HoursWee      -,0031      ,0023      -1,3512      ,1783      -,0075      ,0014

Product terms key:
  Int_1      :      FTP0_avg x      NfR_avg

Test(s) of highest order unconditional interaction(s):
      R2-chng      F      df1      df2      p
X*W      ,0022      ,8983      1,0000      180,0000      ,3445
-----
      Focal predict: FTP0_avg (X)
      Mod var: NfR_avg (W)

Data for visualizing the conditional effect of the focal predictor:
Paste text below into a SPSS syntax window and execute to produce plot.

DATA LIST FREE/
  FTP0_avg  NfR_avg  PW_avg  .
BEGIN DATA.
  -1,0147  -,5303  3,5684
  ,0000  -,5303  3,7414
  1,0147  -,5303  3,9143
  -1,0147  ,0000  3,8973
  ,0000  ,0000  4,0445
  1,0147  ,0000  4,1917
  -1,0147  ,5303  4,2261
  ,0000  ,5303  4,3476
  1,0147  ,5303  4,4691
END DATA.
GRAPH/SCATTERPLOT=
  FTP0_avg WITH  PW_avg  BY      NfR_avg  .

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:
  95,0000

NOTE: The following variables were mean centered prior to analysis:
      NfR_avg  FTP0_avg

NOTE: Variables names longer than eight characters can produce incorrect output.
      Shorter variable names are recommended.

----- END MATRIX -----
```

Hypothesis 3 testing

Report

PC

TypeContract	Mean	N	Std. Deviation
1 Permanent	9,1491228	114	2,80717304
2 Temporary	8,5789474	76	2,47797314
Total	8,9210526	190	2,68822219

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.2.02 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
Documentation available in Hayes (2018). www.guilford.com/p/hayes3

Model : 4
Y : PW_avg
X : FTP0_avg
M : PC

Covariates:
Gender Age TypeCont HoursWee

Sample
Size: 188

OUTCOME VARIABLE:
PC

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	,5194	,2698	5,4367	13,4498	5,0000	182,0000	,0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	3,4026	1,1569	2,9412	,0037	1,1200	5,6853
FTP0_avg	,9429	,1877	5,0244	,0000	,5726	1,3132
Gender	,8741	,3949	2,2137	,0281	,0950	1,6532
Age	,0148	,0149	,9932	,3219	-,0146	,0443
TypeCont	,1248	,3996	,3123	,7552	-,6637	,9133
HoursWee	,0320	,0154	2,0705	,0398	,0015	,0625

```

*****
OUTCOME VARIABLE:
  PW_avg

Model Summary
      R      R-sq      MSE      F      df1      df2      p
    ,4677    ,2188    ,2003    8,4476    6,0000    181,0000    ,0000

Model
      coeff      se      t      p      LLCI      ULCI
constant    3,2184    ,2273    14,1612    ,0000    2,7699    3,6668
FTPO_avg     ,2016    ,0384     5,2459    ,0000     ,1258     ,2775
PC           ,0190    ,0142     1,3366    ,1830    -,0091     ,0471
Gender      -,0901    ,0768    -1,1733    ,2422    -,2416     ,0614
Age         ,0069    ,0029     2,4073    ,0171     ,0012     ,0126
TypeCont     ,0071    ,0767     ,0924    ,9265    -,1443     ,1585
HoursWee    -,0017    ,0030    -,5669    ,5715    -,0076     ,0042

***** TOTAL EFFECT MODEL *****
OUTCOME VARIABLE:
  PW_avg

Model Summary
      R      R-sq      MSE      F      df1      df2      p
    ,4594    ,2111    ,2011    9,7377    5,0000    182,0000    ,0000

Model
      coeff      se      t      p      LLCI      ULCI
constant    3,2831    ,2225    14,7534    ,0000    2,8440    3,7221
FTPO_avg     ,2196    ,0361     6,0826    ,0000     ,1483     ,2908
Gender      -,0735    ,0759    -,9676    ,3345    -,2233     ,0764
Age         ,0072    ,0029     2,5068    ,0131     ,0015     ,0129
TypeCont     ,0095    ,0769     ,1231    ,9022    -,1422     ,1611
HoursWee    -,0011    ,0030    -,3676    ,7136    -,0070     ,0048

***** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y *****

***** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y *****

Total effect of X on Y
      Effect      se      t      p      LLCI      ULCI      c_ps      c_cs
    ,2196    ,0361     6,0826    ,0000     ,1483     ,2908     ,4408     ,4472

Direct effect of X on Y
      Effect      se      t      p      LLCI      ULCI      c'_ps      c'_cs
    ,2016    ,0384     5,2459    ,0000     ,1258     ,2775     ,4048     ,4107

Indirect effect(s) of X on Y:
      Effect      BootSE      BootLLCI      BootULCI
PC      ,0179      ,0137      -,0080      ,0462

Partially standardized indirect effect(s) of X on Y:
      Effect      BootSE      BootLLCI      BootULCI
PC      ,0360      ,0273      -,0167      ,0917

Completely standardized indirect effect(s) of X on Y:
      Effect      BootSE      BootLLCI      BootULCI
PC      ,0365      ,0279      -,0168      ,0940

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:
  95,0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
  5000

NOTE: Variables names longer than eight characters can produce incorrect output.
      Shorter variable names are recommended.

----- END MATRIX -----

```

Extra mediation analysis

Interpersonal fit

Total effect of X on Y								
Effect	se	t	p	LLCI	ULCI	c_ps	c_cs	
,1358	,0434	3,1266	,0021	,0501	,2215	,2449	,2485	
Direct effect of X on Y								
Effect	se	t	p	LLCI	ULCI	c'_ps	c'_cs	
,1249	,0464	2,6915	,0078	,0333	,2165	,2253	,2287	
Indirect effect(s) of X on Y:								
Effect	BootSE	BootLLCI	BootULCI					
PCobl	,0109	,0147	-,0184	,0403				
Partially standardized indirect effect(s) of X on Y:								
Effect	BootSE	BootLLCI	BootULCI					
PCobl	,0196	,0265	-,0333	,0732				
Completely standardized indirect effect(s) of X on Y:								
Effect	BootSE	BootLLCI	BootULCI					
PCobl	,0199	,0269	-,0337	,0743				

Thriving

Total effect of X on Y							
Effect	se	t	p	LLCI	ULCI	c_ps	c_cs
,3520	,0540	6,5189	,0000	,2454	,4585	,4553	,4620
Direct effect of X on Y							
Effect	se	t	p	LLCI	ULCI	c'_ps	c'_cs
,3477	,0578	6,0191	,0000	,2337	,4617	,4498	,4564
Indirect effect(s) of X on Y:							
Effect	BootSE	BootLLCI	BootULCI				
PCobl	,0043	,0196	-,0341	,0441			
Partially standardized indirect effect(s) of X on Y:							
Effect	BootSE	BootLLCI	BootULCI				
PCobl	,0055	,0254	-,0455	,0568			
Completely standardized indirect effect(s) of X on Y:							
Effect	BootSE	BootLLCI	BootULCI				
PCobl	,0056	,0257	-,0453	,0574			

Competence

Total effect of X on Y							
Effect	se	t	p	LLCI	ULCI	c_ps	c_cs
,1406	,0462	3,0400	,0027	,0493	,2318	,2379	,2414
Direct effect of X on Y							
Effect	se	t	p	LLCI	ULCI	c'_ps	c'_cs
,1386	,0495	2,8008	,0057	,0410	,2362	,2345	,2379
Indirect effect(s) of X on Y:							
Effect	BootSE	BootLLCI	BootULCI				
PCobl	,0020	,0157	-,0302	,0327			
Partially standardized indirect effect(s) of X on Y:							
Effect	BootSE	BootLLCI	BootULCI				
PCobl	,0034	,0266	-,0505	,0547			
Completely standardized indirect effect(s) of X on Y:							
Effect	BootSE	BootLLCI	BootULCI				
PCobl	,0034	,0270	-,0514	,0563			

Recognition

Total effect of X on Y							
Effect	se	t	p	LLCI	ULCI	c_ps	c_cs
,2807	,0511	5,4939	,0000	,1799	,3815	,4126	,4187
Direct effect of X on Y							
Effect	se	t	p	LLCI	ULCI	c'_ps	c'_cs
,2556	,0544	4,6985	,0000	,1483	,3630	,3758	,3813
Indirect effect(s) of X on Y:							
Effect	BootSE	BootLLCI	BootULCI				
PCobl	,0250	,0182	-,0094	,0629			
Partially standardized indirect effect(s) of X on Y:							
Effect	BootSE	BootLLCI	BootULCI				
PCobl	,0368	,0269	-,0137	,0922			
Completely standardized indirect effect(s) of X on Y:							
Effect	BootSE	BootLLCI	BootULCI				
PCobl	,0374	,0274	-,0136	,0946			

Involvement

Total effect of X on Y							
Effect	se	t	p	LLCI	ULCI	c_ps	c_cs
,1888	,0501	3,7695	,0002	,0900	,2876	,2854	,2896
Direct effect of X on Y							
Effect	se	t	p	LLCI	ULCI	c'_ps	c'_cs
,1413	,0526	2,6850	,0079	,0375	,2451	,2137	,2168
Indirect effect(s) of X on Y:							
Effect	BootSE	BootLLCI	BootULCI				
PCobl	,0475	,0212	,0093	,0913			
Partially standardized indirect effect(s) of X on Y:							
Effect	BootSE	BootLLCI	BootULCI				
PCobl	,0718	,0310	,0142	,1347			
Completely standardized indirect effect(s) of X on Y:							
Effect	BootSE	BootLLCI	BootULCI				
PCobl	,0728	,0318	,0146	,1382			