

**The influence of contract type on the mediating relationship  
between organizational identification, organizational commitment  
and turnover intentions**



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## **Abstract**

The goal of this study is to gain insight in how the type of contract an employee holds (temporary versus permanent) influences the relationship between workplace attachment and turnover intentions of employees by integrating insights from social identity theory and social exchange theory.

Based on the social identity theory, the social exchange theory and the integration of both theories, hypotheses are formulated. These hypotheses are tested with survey data that is gathered for the larger project '*Commitment in Global Context: measurement equivalence study*'. Hypotheses specific to this study are tested on the data of 501 respondents from this larger dataset.

In line with our expectations, a negative effect of organizational identification and organizational commitment on turnover intentions has been found. Furthermore, a positive effect of organizational identification on organizational commitment has been found. Moreover, this study provides evidence for organizational commitment as a mediator on the relationship between organizational identification and turnover intentions. It was hypothesized that contract type (temporary versus permanent) influences these relationships. Contrary to our expectations, the direct negative relationship between organizational identification and turnover intentions is stronger for temporary employees than for permanent employees. Above that, the mediating effect of organizational commitment appears to be stronger for temporary employees than for permanent employees. This empirical finding is contradicting existing theoretical frameworks used for explaining the relations between contract types, workplace attachment and turnover intentions.

By investigating these relationships theoretically and empirically, this study contributes to the literature on turnover intentions in temporary work, the organizational identification field, and the organizational commitment field.

Keywords: temporary work – contract type – organizational commitment – organizational identification – turnover intentions – social identity theory – social exchange theory

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# 1. Introduction

The goal of this study is to gain insight in how the type of contract an employee holds (temporary versus permanent) influences the relationship between workplace attachment and turnover intentions of employees by integrating insights from social identity theory (Tajfel & Turner, 1979) and social exchange theory (Blau, 1964). There is a need in the commitment literature for more studies on workplace attachment in temporary work settings because the insights are currently limited (Van Rossenberg et al., 2018). Although the number of studies on workplace attachment in temporary work settings increases, the commitment literature is mainly concentrated on the standard and permanent employment arrangement (Cooper, Stanley, Klein, & Tenhiälä, 2014). Since the number of employees working in temporary work arrangements is rising (Spreitzer, Cameron, & Garrett, 2017), a better understanding of how temporary employees develop forms of workplace attachment and how this process differs between permanent and temporary employees is useful.

This study, conforming to Flickinger, Allscher, and Fiedler (2016), is based on a definition of temporary employment that discerns temporary work from permanent work arrangements on three areas, namely: (a) temporary employment is for a limited period of time. Most of the time, the contract has a fixed end date; (b) temporary employees work under the direction of the employer. This means that they work on the grounds of the employer. This also means that temporary agency workers are excluded in this definition, and; (c) temporary employment is related with fewer legal benefits (De Cuyper et al., 2008).

The limited insight there is on exchange relations of temporary employees shows that these employees have different attitudes, drivers and behaviors than permanent employees (e.g. Felfe, Schmook, Schyns, & Six, 2008; Flickinger et al., 2016; Cooper et al., 2014). This makes it interesting and valuable to compare temporary employees with permanent employees. One type of employee' behavior that is currently understudied in the literature on temporary work settings is turnover intentions (Flickinger et al., 2016). Turnover intentions are defined as '*a conscious and deliberate willingness to leave the organization*' (McNall, Masuda, & Nicklin, 2010, p.65). There is a call for more studies on antecedents of turnover intentions for temporary employees and how this differs from permanent employees (Flickinger et al., 2016).

The underexposure of turnover intentions in temporary work literature is namely a critical shortcoming because withholding talented employees is an essential condition for

organizations to stay competitive in the current economic market (Chen, Ployhart, Thomas, Anderson, & Bliese, 2011). Above that, turnover comes with considerable social, financial and productivity costs (Kacmar, Andrews, Van Rooy, Steilber, & Cerrone, 2006). For example, previous research shows that turnover leads to an increase in accident rates among employees (Shaw, Gupta, & Delery, 2005). Whereas in the past temporary employees were mostly used for low-skilled work, nowadays they are more often hired for professional and high-skilled tasks in the core of the organization (Gallagher & Parks, 2001). This means that temporary employees are of high importance for an organization and turnover among them may disturb the operations of this organization (Ton & Huckman, 2008). This makes it key for organizations to not only consider turnover behaviors of permanent employees but also of temporary employees.

It is relevant to link workplace attachment with turnover intentions because turnover intentions are related to intentions of withdrawing from this psychological relationship between the employer and employee (Van Knippenberg, Van Dick, & Tavares, 2007). This study focuses on two types of workplace attachment as antecedents of turnover intentions for temporary and permanent employees, namely organizational identification and organizational commitment. It is interesting to focus on organizational identification and organizational commitment because these concepts are both psychological relationships between employee and employer (Van Knippenberg & Sleebos, 2006), but they are grounded in two different theoretical perspectives that have been developed independent of each other (Van Knippenberg et al., 2007; Klein, Molloy, & Brinsfield, 2012).

Organizational identification has been developed via social identity theory (Tajfel & Turner, 1979), whereas organizational commitment is based on the social exchange theory (Blau, 1964). Turnover intentions are, however, both related to social identity processes as well as to social exchange processes. More specifically, social identity and social exchange mechanisms interact in predicting turnover intentions of employees. Focusing on turnover intentions thus makes it necessary to integrate insights from both perspectives (Van Knippenberg et al., 2007). In recent years, a few scholars have started with the development of an integrative approach concerning these two perspectives (Meyer, Becker, & Van Dick, 2006; Van Knippenberg et al., 2007; Marique & Stinglhamber, 2011; Stinglhamber et al., 2015). Nevertheless, studies using this integrative approach are still scarce and there is a call for more (empirical) studies in line with this approach (Stinglhamber et al., 2015). To answer this call, this present study integrates insights from both viewpoints.

Prior research shows that both organizational identification as well as organizational commitment are strongly and negatively related to the turnover intentions of employees (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002; Van Dick et al., 2004; Riketta, 2005; Cooper-Hakim & Viswesvaran, 2005; Yalabik, Swart, Kinnie, & Van Rossenberg, 2017). Recent studies (Marique & Stinglhamber, 2011; Stinglhamber et al., 2015) started to combine these relationships. Marique and Stinglhamber (2011) found that organizational commitment mediates the relationship between organizational identification and turnover intentions. Moreover, Stinglhamber et al. (2015) provided evidence for a causal pathway from organizational identification to organizational commitment in three longitudinal studies. This study found a relationship between organizational identification and actual turnover, mediated by organizational commitment. However, these studies did not take the differences between permanent and temporary employees into account. The present study builds further on this mediating relationship by adding contract type in the model as a moderator.

In order to gain insight in how the type of contract an employee holds (temporary versus permanent) influences the mediating relationship between organizational identification, organizational commitment and turnover, the following research question is formulated:

*“What is the effect of contract type (temporary versus permanent) on the mediating relationship between organizational identification, organizational commitment and turnover intentions?”*

This study both has scientific as well as managerial contributions. First of all, this study contributes to the commitment literature because more studies on temporary work settings and temporary work contracts are needed (Van Rossenberg et al., 2018). This study extends the limited knowledge on organizational commitment in temporary work settings by investigating the differences between permanent and temporary employees in the development of workplace attachment.

Above that, this study answers the call of Flickinger et al. (2016) for more studies on antecedent factors of turnover intentions in temporary work. It does so by investigating organizational identification and organizational commitment as antecedents of turnover intentions for both temporary and permanent employees. Although previous studies demonstrate a mediating relationship between organizational identification, organizational commitment and turnover intentions (Marique & Stinglhamber, 2011; Stinglhamber et al.,

2015), these studies did not take the differences between permanent and temporary employees into account. By doing so, this study extends the scarce body of scientific literature on turnover intentions in temporary work.

Moreover, by investigating both organizational identification and organizational commitment, this study aims to integrate insights from both the social identity theory (Tajfel & Turner, 1979) as well as the social exchange theory (Blau, 1964). In this way, a broader view on the employee-employer relationship is used. Although there is some previous literature that takes an integrative approach, more (empirical) research taking this stance is needed for further development of the approach (Stinglhamber et al., 2015). Conducting a study that combines organizational commitment with another workplace bond such as organizational identification, contribute to the understanding of the prediction of outcomes. Furthermore, studies are needed that explain the relationship between organizational identification and organizational commitment (Van Rossenberg et al., 2018). Thus, the results of this study contribute both to the organizational identification field as well as the organizational commitment field. Even more, it tries to integrate these two related fields of study.

Finally, this study also makes valuable contributions to the management practice. The economy is becoming more and more global which leads to an increase in competition among organizations. In order to answer as quick as possible to the current changing market demands, employers use temporary work arrangements more often to be flexible (Houseman, 2001; Kalleberg, 2012; Bidwell, Briscoe, Fernandez-Mateo, & Sterling, 2013). Possible differences between permanent and temporary employees can be a critical factor for organizations to make use of these temporary work arrangements. For organizations it would be helpful to know how organizational identification and organizational commitment both influence the turnover intentions of temporary employees. This namely has implications for the management of these factors (Van Dick et al., 2004). Since retention of talented employees is of high importance in the current labor market and more and more employees have a temporary contract (Chen et al., 2011; Kalleberg, 2012), managing these factors in the right way is a critical success factor for organizations.

In the next section, the theoretical framework of this study is presented. After that, the methods are explained. Subsequently, the results of this study are showed. Finally, conclusions are drawn and the findings are discussed in the light of their scientifically and managerial implications. Additionally, the limitations of the study are considered.

## **2. Theoretical framework**

This section starts with the description of the concepts turnover intentions (2.1) and contract type (2.2). Paragraph 2.3 explains organizational identification and organizational commitment. This section is split into three parts. First of all, social identity theory (Tajfel & Turner, 1979) and organizational identification are described (2.3.1.) Secondly, social exchange theory (Blau, 1964) and organizational commitment are clarified (2.3.2.) Thirdly, the uniqueness of the concepts organizational identification and organizational commitment is explained (2.3.3.). In paragraph 2.4, the hypotheses are formulated using an integrative approach of social identity theory (Tajfel & Turner, 1979) and social exchange theory (Blau, 1964).

### **2.1 Turnover intentions**

In the turnover literature, scholars often differentiate between employee-initiated (voluntary) and employer-initiated (involuntary) turnover. Most of the studies are interested in investigating voluntary turnover (Hom, Mitchell, Lee, & Griffeth, 2012). Hom and Griffeth (1995) define voluntary turnover as: “*voluntary cessation of membership in an organization by an individual who receives monetary compensation for participation in that organization*” (p.5). Voluntary turnover refers to the own choice of an employee to leave the organization and does not reflect other forms of termination (e.g. formal dismissal, layoff or retirement) (Hom & Griffeth, 1995). Turnover intentions point-out this volitional aspects of turnover, which makes it vital to study turnover intentions itself (Lance, 1988). There is a certain sequence in making turnover decisions ranked from distal influences till proximal influences. The sequence goes as followed: (1) distal influences such as job characteristics; (2) intermediate antecedents such as job attitude; (3) direct antecedents such as turnover intentions, and finally; (4) actual leaving destinations (Hom et al., 2012, p.833). Hom et al. (2012) emphasize that turnover intentions should not be considered as a surrogate measure of turnover but as a direct antecedent of turnover.

### **2.2 Contract type**

This study discerns two types of contracts, namely: (a) permanent contracts, and; (b) temporary contracts. Permanent contracts are seen as the standard type of work arrangement. Permanent employment continues indefinitely and is performed under the supervision of the employer (Wilkin, 2013). Permanent employment is associated with more job security, time autonomy, task autonomy and career advancement. The job quality of permanent employees is thus high (Dekker & Van der Veen, 2017).

The other type of contract in this study is the temporary contract. Wilkin (2013) distinguishes four different types of nonstandard, temporary, work arrangements, namely: (a) agency work; (b) direct-hire work; (c) contractors, and; (d) seasonal workers. This study focuses on direct-hire work: employment is of limited duration and employees are working under the premises of the employer (De Cuyper et al., 2008; Wilkin, 2013; Flickinger et al., 2016). There is an underlying assumption that temporary work is associated with no long-term job security, fewer benefits, and fewer training opportunities (Bidwell, 2009; Bidwell & Briscoe, 2009). This can lead to unwarrantable work that may trigger strain for employees with a temporary contract (De Witte & Naeswall, 2003; Kalleberg, 2009).

## **2.3 Organizational identification and organizational commitment**

A variety of theoretical frameworks have been used to gain insight into how the type of contract is related to workplace attachment and turnover intentions of an employee. Two of those theoretical frameworks will be used, namely social identity theory [SIT] (Tajfel & Turner, 1979) and social exchange theory [SET] (Blau, 1964).

### **2.3.1. Social Identity Theory and organizational identification**

The founders of the SIT are Tajfel and Turner (1979). According to Tajfel (1978), social identity is *'that part of an individual's self-concept which derives from his or her knowledge of his or her membership of a social group (or groups) together with the value and emotional significance attached to that membership'* (p.63). In order to form a social identity, one should be aware that (s)he is part of a group. Moreover, one should feel affect towards this group. Finally, outsiders also ascribe value to this particular group (Tajfel, 1978; Gautam, Van Dick, & Wagner, 2004). Social identification suggests a psychological 'unification' of the self and the collective. This leads to thinking in terms of 'we' instead of 'I' (Tajfel & Turner, 1979). In this way, individuals see the self as comparable to other group members. Above that, individuals will assign group-specific traits to the self and will take the collective's concerns into account (Turner, Hogg, Oakes, Reicher, & Wetherell, 1987; Van Knippenberg & Sleebos, 2006).

An organization can be a social category with which persons may identify (Gautam et al., 2004). Moreover, an organization is even one of the most significant categories for people (Hogg & Terry, 2000). Ashforth and Mael (1989) applied the social identity approach to membership in organizations. They state that organizational identification is the extend to which an individual describes the self in terms of the involvement in the organization. This is

also called the perceived oneness of an employee with the organization (Ashforth & Mael, 1989; Mael & Ashforth, 1992). This is thus the psychological unification of the self with the organization (Van Knippenberg, 2000). A high level of organizational identification means that the organization's interests, values and norms are integrated in the self-concept of the individual. Individuals perceive group's interest as the self-interest. In this way, individuals have an intrinsic motivation to add to the shared goods (Ashforth & Mael, 1989; Van Knippenberg & Ellemers, 2003; Van Knippenberg & Sleebos, 2006).

Organizational identification can be viewed as a particular form of social identification (Gautam et al., 2004). Mael and Tetrick (1992) developed a widely used definition for organizational identification, which distinguishes two underlying dimensions of organizational identification, namely: (a) shared experience, *'the perception that one shares the experiences, successes, and failures of the focal organization, and that these successes and failures apply to and reflect upon the self just as they reflect upon the organization'* (Mael & Tetrick, 1992, p.816), and; (b) shared characteristics, *'the perception that one shares the attributes and characteristics of prototypical group members'* (Mael & Tetrick, 1992, p.816).

### **2.3.2. Social Exchange Theory and organizational commitment**

The founder of SET is Blau (1964). He defined social exchange as *'the voluntary actions of individuals that are motivated by the returns they are expected to bring and typically do in fact bring from others which means one person does another a favor and while there is an expectation of some future return, its exact nature is never specified in advance but must be left to the discretion of the one who makes it'* (Blau, 1964, p.91). Thus, the person that provides the favor also expects to get a favor back from the receiver of the favor. It is expected that the receiver of the favor is thankful for this, and is willing to return help (Blau, 1964). An ongoing return of favors between individuals reinforces the bond between them (Blau, 1964). Blau (1964) also highlights that the value of the favors is important. If the favors are perceived as high in value, the bond between individuals will also be of high value. This leads to a higher commitment to the relationship.

Applying SET (Blau, 1964) to the social relation in a work setting, individuals in an employment relationship compare outcomes with efforts. This forms the foundation for an exchange relationship between the employer and the employee (Blau, 1964; Van Rossenberg et al, 2018). Rousseau (1989) states there are two groups of obligation between organizations and employees: (a) relational agreements, which includes an open-ended length of the

employment relation and shared trust, reciprocity and commitment, and; (b) transactional agreements, which includes a limited period of exchange between the organization and employee (Cooper et al., 2014). High values of social exchange do not only include transactional exchange, but requires emotional investment and attachment (Blau 1964). In this way, employees feel buoyed and appreciated by the organization. In order to reciprocate these benefits and to contribute to the high value relationships, employees will develop commitment towards the organization (Van Rossenberg et al., 2018). In this way, both employers and employees benefit from the exchange relationship.

In order to define and operationalize organizational commitment, Meyer and Allen (1991) developed The Three Component Model (TCM) of organizational commitment. This model consists out of: (a) affective commitment; (b) continuance commitment, and; (c) normative commitment. Affective commitment is defined as *'emotional attachment to, identification with, and involvement in the organization'* (Allen & Meyer, 1990, p.1). A high level of affective commitment means that employees endure their employment because of their own will (Meyer & Allen, 1991). Affective commitment is closely linked to identification (Klein et al., 2012). Continuance commitment means commitment from necessity. Employees stay in the organization because of the supposed costs of withdrawing and the absence of other job prospects (Meyer & Allen, 1991). Finally, employees with a high level of normative commitment feel the internal duty to remain an organizational member because of the employment culture or further socially acknowledged standards (Meyer & Allen, 1991). The TCM is the utmost regularly used conceptualization and measurement instrument of organizational commitment (Van Rossenberg, Cross, Swart, & Kinnie, under review).

Nevertheless, researchers are lately challenging the dominance of the TCM (Solinger, Van Olffen, & Roe, 2008). Above that, gains are made in the (re)conceptualization of organizational commitment (Klein et al., 2012; Klein, Cooper, Molloy, & Swanson, 2014). In the reconceptualization of the construct, Klein et al. (2012) state that commitment is one out of four workplace bonds placed on a continuum. Klein et al. (2012) define organizational commitment as: *'a volitional psychological bond reflecting dedication to and responsibility for a particular target [i.c. the organization]'* (p.137). Based on this definition, Klein et al. (2014) developed a new survey instrument to measure workplace commitment, namely the Klein Unitary Target commitment measurement [KUT].

### **2.3.3. Uniqueness of organizational identification and organizational commitment**

An issue in the academic literature is the common mix-up of organizational identification with organizational commitment (Gautam et al., 2004). Some researchers see both concepts as interchangeable, while other researchers define these two as distinct constructs (Van Dick, 2001, 2004; Riketta, 2005; Klein et al., 2012). Stinglhamber et al. (2015) state that there are solid arguments for the second statement.

First of all, there is an overlay between the constructs of organizational identification and organizational commitment on the one hand, however, the concepts also have exclusive features (Van Dick, 2016). Organizational identification can be seen as the integration of the organization in the self, and thus has a self-referential or self-definitional nature (Van Dick, 2016). Organizational commitment, on the other hand, is a different type of workplace bond that does not have this self-referential characteristic (Klein et al., 2012).

Secondly, organizational identification develops on the foundation of mutual destiny and alleged resemblance with the organization (Mael & Ashforth, 1992). According to SIT (Tajfel & Turner, 1979), identification suggests that the employee and the organization are one entity because the organization is integrated in the employee's self-concept (Van Knippenberg & Sleebos, 2006). Organizational commitment, on the other hand, is more based on exchange aspects between the employee and the organization (e.g. training opportunities, pay and feedback) (Van Dick, 2016). SET (Blau, 1964) assumes that the employee and the organization have a relationship that is based on the exchange between determination and devotion on the one hand, and employee benefits on the other hand. This means a psychological distinction between the self and the organization (Blau, 1964; Rousseau & McLean Parks, 1993). Thus, organizational identification refers to a relationship in which the individual and the organization are one; organizational commitment implies a relationship in which the employee and the organization are separate objects (Van Knippenberg & Sleebos, 2006).

Finally, there is an indication that organizational identification depends on the salience of the particular group and is highly flexible whereas organizational commitment can also change but is not in a constant flux (Van Dick, 2016). Organizational commitment implies a future with the organization (Klein et al., 2012).

The distinction between organizational identification and organizational commitment also becomes clear in the reconceptualization of organizational commitment by Klein et al. (2012). In contrast to the affective commitment component of the TCM (Meyer & Allen,

1991), they explicitly distinguish commitment from identification. They perceive identification as a different type of workplace bond. Meyer and Allen (1991) define commitment in the TCM as a multi-dimensional construct, but the definition of Klein et al. (2012) sees commitment as a unidimensional construct. Furthermore, this definition is target free, which means that it is applicable to any target within the workplace (e.g. organization, supervisor, team). This makes comparison between multiple targets more suitable (Klein et al., 2012).

Based on the theoretical arguments presented above, this study assumes that organizational identification and organizational commitment are two related, but distinct concepts. Where organizational identification traditionally stems from the SIT (Tajfel & Turner, 1979), organizational commitment is based on the SET (Blau, 1964). In the following, this study aims to integrate these two perspectives.

## **2.4 Type of contract, workplace attachment and turnover intentions: integrating SIT and SET**

The goal of this study is to gain insight in how the type of contract an employee holds (temporary versus permanent) influences the relationship between workplace attachment (i.c. organizational identification and organization commitment) and turnover intentions. In order to do so this study draws on both SIT (Tajfel & Turner, 1979) and SET (Blau, 1964) and also integrates both theoretical frameworks. The combination of both theories enhances insight to workplace attachment (i.c. organizational identification and organizational commitment) and supports understanding of turnover intentions among permanent and temporary employees. In the following, SIT (Tajfel & Turner, 1979) is used to explain the relationship between organizational identification and turnover intentions. Moreover, SIT (Tajfel & Turner, 1979) is also used to explain how contract type influences this relationship. Furthermore, SIT (Tajfel & Turner, 1979) mechanisms are applied to explain the relationship between organizational identification and organizational commitment. SET (Blau, 1964) on the other hand, is used to explain the relationship between organizational commitment and turnover intentions. The theories are integrated in relation to the mediating relationship between organizational identification, organizational commitment and turnover intentions. This is needed because turnover intentions can both be explained by social identity mechanisms as well as social exchange mechanisms and because these mechanisms interact in predicting turnover intentions (Van Knippenberg et al., 2007). This makes a conceptual integration of both theories most suitable. Finally, SET (Blau, 1964) is used to explain the influence that contract

type has on the proposed mediating relationship. In the section below, the hypotheses are formulated.

First of all, turnover intentions can be explained through social identity processes, including organizational identification. Organizational identification has been linked with a higher level of care for the in-group members and the organization in general, which is likely to lead to a greater willingness to remain in the organization. One of the central aims of an organization is retaining employees. Employees with a high level of organizational identification perform more in line with the organization's norms, values and goals and are thus more inclined to stay a member of the group (Ashforth & Mael, 1989; Van Dick et al., 2004). Moreover, high level of organizational identification leads to the merger of the self with the organization (Van Knippenberg, 2000). This means that withdrawing from the organization can cause harm to the self-concept because quitting would mean losing a share of the self (Turner & Haslam, 2001). This would also lead to a lower willingness to withdraw from the organization for employees with a higher organizational identification (Van Dick, 2004).

Previous research also shows a negative relationship between organizational identification and turnover intentions (among others: Van Dick et al., 2004; Riketta, 2005; Van Dick, 2016). Based on the arguments provided above and the empirical evidence, the following hypothesis is formulated:

*Hypothesis 1: Organizational identification has a negative relationship with turnover intentions*

However, it could be possible that the relationship between organizational identification and turnover intentions is more complicated. This study argues, based on SIT (Tajfel & Turner, 1979), that contract type moderates the relationship between organizational identification and turnover intentions. More specifically, this study assumes that this relationship is weaker for temporary employees than for permanent employees.

Flickinger et al. (2016) conducted research on the relationship between job satisfaction and turnover intentions of temporary employees. In this study they argue that it is more difficult for temporary employees to understand if they are satisfied with their work conditions and to draw consequences (e.g. thoughts of turnover intentions) from their feelings of satisfaction. They based their argumentation on prior research that has found that

employees that are relatively new in the organization (e.g. temporary employees) have a lower well-defined comprehension of their organization and their own position inside the organization (Rollag, 2004). This makes it more complicated for newcomers to make sense of their political and social work setting (e.g. social norms, values and culture), which leads to a high level of ambiguity (Chen et al., 2011). It could be possible that the same line of reasoning holds for organizational identification. According to SIT (Tajfel & Turner, 1979), social identification proposes a psychological ‘merger’ of the self and the group (e.g. the organization). The employee integrates values and norms of the organization in the self-concept. The employee even describes the self in terms of the involvement in the organization (Ashforth & Mael, 1989). This process of integrating the values and culture of the organization into the self takes time. Employees first have to learn and get to know these values and the culture. The ambiguity that comes with being new in an organization can make it more challenging for temporary employees to know if they identify with the organization (Bartell & Dutton, 2001) and to draw consequences (e.g. withdrawing intentions from the organization) from changes in their initial thoughts about identification.

Above that, some more arguments also exist that are in line with SIT (Tajfel & Turner, 1979) to explain this moderation effect. Since temporary work is of limited duration this may lead to ‘end-in-sight’ thinking (Flickinger et al., 2016). Organizational identification can be a less important factor in turnover intentions for temporary employees than for permanent employees because the phase of low identification with the organization is of anticipatable duration. This may raise the level at which low organizational identification results in feelings about leaving the organization. Temporary employees may favor to wait till the termination date of their contract to leave the organization instead of experiencing the difficulty of leaving on its own initiative (Flickinger et al., 2016). In addition, some temporary employees see temporary contracts as an entrance to permanent employment in the organization (Spreitzer et al., 2017). When this is the case, Flickinger et al. (2016) suggest that low job satisfaction is less important for temporary employees. The same can be true for low organizational identification: if temporary employees want to receive a permanent contract, low organizational identification can be a less essential factor for them. Based on this previous argumentation, the following hypothesis is formulated:

*Hypothesis 2: Organizational identification is less strongly related to turnover intentions of temporary employees than of permanent employees*

Since organizational identification and organizational commitment are seen as two connected but dissimilar concepts in this study, it is also essential to consider how these two concepts are interconnected (Meyer et al., 2006).

Based on the SIT (Tajfel & Turner, 1979), it is possible to assume that organizational identification is an antecedent of organizational commitment (Ashforth & Mael, 1989). The SIT (Tajfel & Turner, 1979) applied to the organization, states that employees with a high level of organizational identification merge their self-concept with the organization. In other words, employees develop a sense of oneness with and belongingness to the organization (Mael & Ashforth, 1992). In this way, based on the principles of SIT (Tajfel & Turner, 1979), employees are more willing to act in line with the organization's interest, because they perceive it as their own interest (Ashforth & Mael, 1989). High levels of commitment are in the interest of the organization; therefore organizational identification could lead to (unconsciously) conforming to this standard. Organizational identification is linked with greater support for the in-group members and the organization in general (Ashforth & Mael, 1989; Van Dick et al., 2004). By integrating the interest of the organization in the self-concept, employees accept attitudes from the in-group members, comprising commitment, about this certain collective (Meyer et al., 2006). Moreover, the perception of belongingness makes employees build emotional ties with and engagement in the organization (Meyer et al., 2006; Lee et al., 2015). This can '*enhance support for and commitment to the organization*' (Ashforth & Mael, 1989, p.26).

Furthermore, there is also some empirical evidence for a positive (causal) relationship between organizational identification and organizational commitment (e.g. Marique & Stinglhamber, 2011; Lee et al., 2015; Stinglhamber et al., 2015). The following hypothesis is formulated:

*Hypothesis 3: Organizational identification has a positive relationship with organizational commitment*

Grounded in SET (Blau, 1964), there is a large body of scientific literature that reveals the negative relationship between organizational commitment and turnover intentions. Arguments for this negative relationship between these two concepts can be based on SET and the norm of reciprocity (Blau, 1964). Employees that have a high level of organizational commitment

are less likely to leave the organization (among others: Meyer et al., 2002; Cooper-Hakim & Viswesvaran, 2005; Voigt & Hirst, 2015; Yalabik et al., 2017).

As already mentioned, SET states that individuals in an employment relationship compare outcomes with efforts. When employees have the feeling that they benefit from the relationship, they are willing to exert effort in order to reciprocate to these benefits in the form of commitment (Blau, 1964). Committed employees feel dedication to and responsibility for the organization. Employees with a commitment bond to the organization embrace this bond and care about the organization (Klein et al., 2012). Based on SET (Blau, 1964), it is possible to assume that committed employees do not want to give up the benefits they derive from the employment relationship. This makes them more likely to continue their employment at the organization (Klein et al., 2012). Above that, staying in the organization is also a manner to reciprocate to and help the organization. Due to reciprocity in the employment relationship, organizational commitment connects the individual to the organization. Thus, due to high values of social exchange between employer and employee, turnover is less likely to occur among employees that are highly committed to the organization (Meyer, Becker, & Vandenberghe, 2004). The following hypothesis is formulated:

*Hypothesis 4: Organizational commitment has a negative effect on turnover intentions*

Combining previous argumentation, it is possible to argue that organizational commitment mediates the negative relationship between organizational identification and turnover intentions. Organizational identification may lead to organizational commitment, which in turn leads to lower turnover intentions among employees. By stating this, the SIT (Tajfel & Turner, 1979) and SET (Blau, 1964) are being integrated. The first stage of the mediation, as described above, is explained by SIT (Tajfel & Turner, 1979). The second stage of the mediation is explained by SET (Blau, 1964). This means that turnover intentions of employees can best be explained with a combination of social identity processes as well as social exchange processes. Social identity processes lead to more organizational commitment. In turn, organizational commitment leads to less turnover intentions among employees because of social exchange mechanisms.

Although the empirical evidence for this relationship is scarce, some scholars have investigated this mediating relationship. As already mentioned, a previous study of Marique and Stinglhamber (2011) found empirical support for this relationship. Above that,

Stinglhamber et al. (2015) conducted three longitudinal studies that provided evidence for a causal pathway from organizational identification to organizational commitment, which in turn had a negative causal relationship with actual turnover. In line with the previous theoretical reasoning and this empirical evidence, the following hypothesis is formulated:

*Hypothesis 5: Organizational commitment mediates the relationship between organizational identification and turnover intentions*

Finally, this study wants to investigate how contract type influences this relationship. Social exchange and the development of commitment are different when there is a shorter period of time in the organization compared to a longer period of time. Organizational commitment is seen as a result of a fruitful organizational socialization process. It is a ‘deeper’ type of workplace bond that may take a longer period to develop (Van Rossenberg et al., 2018). Based on these insights of the development of organizational commitment, the expectation is that contract type has an influence on the level of organizational commitment, and thus the mediating relationship, for reasons related to SET (Blau, 1964).

Temporary and permanent employees form different types of employment relationships with their employer (Cooper et al., 2014). As mentioned earlier, Rousseau (1989) distinguishes relational and transactional employment relationships. According to SET (Blau, 1964), these relational employment relationships are needed to develop commitment. This type of long-term employment relationship is namely built on mutual trust between the employee and the employer (Rousseau, 1989). Both parties are willing to provide favors that are of high value. This leads to high emotional attachment and the development of organizational commitment (Blau, 1964). Employees with a permanent contract have this relational employment arrangement (Cooper et al., 2014). Organizations invest in permanent employees because the relationship is long-term and of infinite duration. The organization offers them job security, promotions, trainings and development opportunities. This leads to employment relationships that are of high value. In this way, permanent employees develop a solid attachment to the organization. Permanent employees reciprocate with loyalty, trust and commitment towards the organization (Rousseau, 1989; Cooper et al., 2014).

On the other hand, employees with a temporary contract are expected to have a more transactional employment relationship (Cooper et al., 2014). This is because organizations invest less in these employees as the relationship between temporary employees and

organizations is of limited duration. Organizations are busier with productivity and efficiency goals than with long-lasting employment and providing support to temporary employees (Cooper et al., 2014). This leads to low value social exchange relationships and little development of organizational commitment. The short period of employment may also lead to more transactional duties between the organization and the employee (Van Rossenberg et al., 2018) and makes it hard to go beyond contractual responsibilities (Flickinger et al., 2016). The limited duration of temporary work and social exchange may restrict temporary employees in their socialization process and in their development of organizational commitment (Van Rossenberg et al., 2018). Since developing attachment to an organization is a process that takes time, temporary employees may simply do not have enough time to develop high value exchange relations. Accordingly, temporary employees are less likely to emotionally attach to the organization. SET (Blau, 1964) states that this emotional attachment is a requirement to develop high value relationships and organizational commitment. This is why temporary employees are expected to develop a lower level of organizational commitment compared to permanent employees.

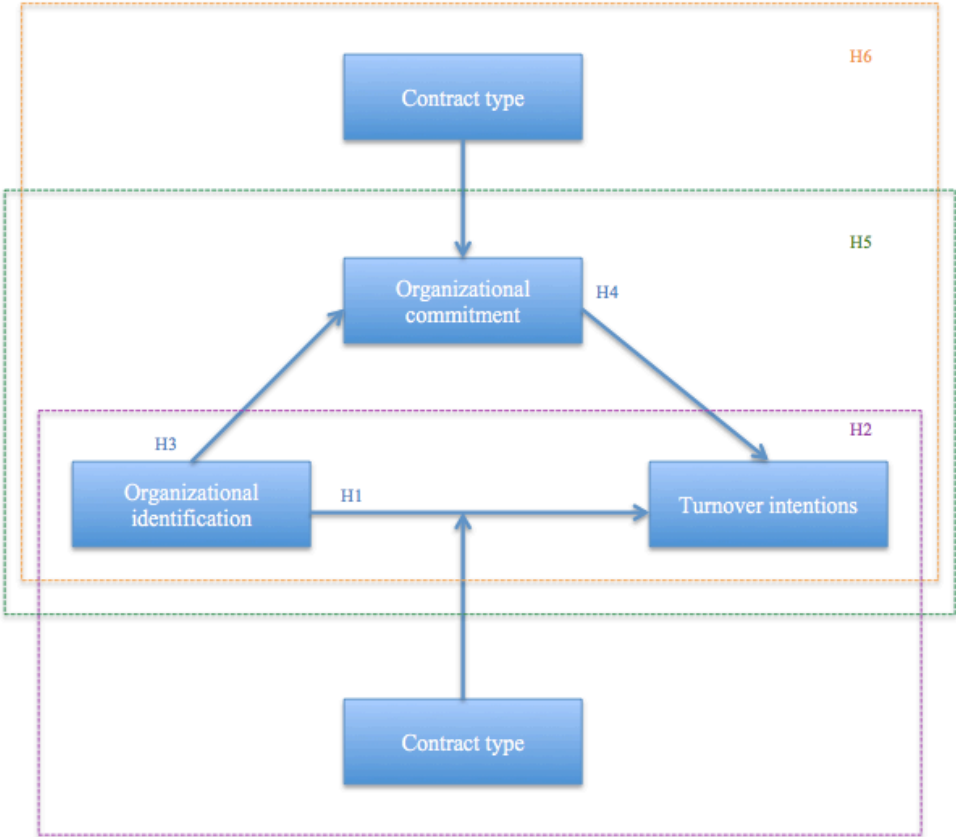
There is empirical evidence on the differences between permanent and temporary employees in organizational commitment that supports this line of reasoning. Several studies have found that temporary employees truly have lower levels of organizational commitment compared to permanent employees (among others: Felfe et al., 2008; Cooper et al., 2014). Nevertheless, there are also studies that, in contradiction to their expectations, found that temporary employees have the same or even a higher level of organizational commitment than permanent employees (among others: De Cuyper & De Witte, 2006, 2007). However, since it is generally assumed that organizational commitment is lower among temporary workers, the theoretical reasoning is followed. The subsequent hypothesis is formulated:

*Hypothesis 6: The mediating effect of organizational commitment on the relationship between organizational identification and turnover intentions is moderated by contract type: The mediation effect of organizational commitment in the relationship between organizational identification and turnover intentions will be less strong for temporary employees than for permanent employees*

**2.5 Conceptual model**

Based on the theory and hypotheses presented above, the following conceptual model is developed.

*Figure 1: Conceptual model*



### **3. Methodology**

In this section the research approach, methods and design are explained (3.1). Furthermore, the sample and procedure of the data collection is described (3.2). Afterwards, the measurement instruments that are used in the survey are presented (3.3). Subsequently, the data analysis process is defined (3.4). Finally, attention is paid to the research ethics and integrity of this study (3.5).

#### **3.1 Research approach, methods and design**

The goal of this study is to gain insight in how the type of contract an employee holds (temporary versus permanent) influences the relationship between workplace attachment and turnover intentions of employees by integrating insights from social identity theory (Tajfel & Turner, 1979) and social exchange theory (Blau, 1964). In order to reach this goal, existing theories and literature have been studied and hypotheses have been formulated. This study thus has a hypothetic-deductive research approach (Symon & Cassell, 2012).

In the academic research field, there is a distinction between two types of research: (a) qualitative research and; (b) quantitative research. Qualitative research is more concerned with the ‘why’ whereas quantitative research concentrates on the relationships between the main variables in the particular study (Vennix, 2011). Since the goal of this study is to analyze the relationships between different variables, this study focuses on quantitative research. Quantitative research is an appropriate method for hypothetic-deductive research (Boeije, ‘T Hart & Hox, 2009). Above that, quantitative research makes it possible to investigate a large number of individuals, which makes it possible to generalize the findings to a wider population (Vennix, 2011). Since this study attempts to generalize the findings to both temporary and permanent employees, a large number of participants is required.

In order to define the research philosophy of this study, it is important to examine the ontology and epistemology that is in place (Symon & Cassell, 2012). Ontology is ‘*a branch of philosophy dealing with the essence of phenomena and the nature of their existence*’ (Symon & Cassell, 2012, p.17). The ontology that is often linked to quantitative deductive research and that is present in this study is realism (Easterby-Smith, Thorpe & Jackson, 2015). A realist ontology states that there is a single truth, facts exist and the truth can be revealed (Easterby-Smith et al., 2015). The truth is ‘out-there’, in isolation of our perceptual or mental constructions (Symon & Cassel, 2012).

Epistemology, on the other hand, is *'the study of the criteria by which we can know what does and does not constitute warranted, or scientific, knowledge'* (Symon & Cassell, 2012, p.16). The epistemology that is in line with realist ontology is called positivism (Easterby-Smith et al., 2015). A positivist epistemology claims that science should only pay attention to directly visible phenomena. Orientations to subjective being should be rejected because they are insignificant. Moreover, theories should be tested in a hypothetic-deductive manner, by comparing them with facts objectively collected from an observable external world. The goal is to develop generalizable knowledge (Symon & Cassell, 2012). This study attempts to find generalizable relationships between constructs by testing theory using a hypothetic-deductive approach. This is in line with a positivist epistemology (Symon & Cassell, 2012).

A widely used research design in quantitative research is the survey (Vennix, 2011). The principal fundamental epistemology of the survey is positivism (Easterby-Smith et al., 2015). The survey research design thus fits the epistemology of this study. The survey is an empirical measurement instrument that attempts to capture opinions and conceptions of individuals (Vennix, 2011). Most of the survey research takes cross-sectional designs that need big sample sizes. This makes it possible to measure various variables at the same time and consequently to investigate potential underlying relationships (Easterby-Smith et al., 2015). Since the goal of this study is to identify underlying relationships between variables, the survey is a suitable research design.

This study is a cross-sectional study, which means that the data is gathered at one specific point in time. Although these types of studies have unquestionable powers in their ability to describe characteristics of great numbers of individuals, they also have some limitations. Cross-sectional data makes it hard to define developments over a longer period of time and to find causal relationships (Easterby-Smith et al., 2015). Longitudinal studies that measure variables at different points in time are needed in order to achieve this. This means that the findings of this study have to be interpreted with caution when it comes to causality (Field, 2013).

### **3.2 Sample and procedure**

The data for this study is gathered in a collaborative research project consisting of eight bachelor and six master students from the Radboud University Nijmegen under the strict supervision of Dr. Yvonne van Rossenberg and Dr. Michel van Berkel. The data is collected in the Netherlands and will be merged with a larger international research project of Prof.

Howard Klein (Ohio State University) and other commitment researchers called: '*Commitment in Global Context: measurement equivalence study*'. The goal of this project is to explore the cross-cultural equivalence of the Klein Unitary Target commitment measure in several different languages and countries. The research group from Nijmegen took on the data collection in the Netherlands. The data gathering took place in April and May 2018 through an online survey tool called Qualtrics.

The population of the present study consists out of Dutch employees that are employed with a permanent contract or directly hired employees with a temporary contract in any type of organization, occupation and industry. Thus, every individual that meets these criteria can be part of the research sample of this study. Since the data collection is specifically targeted to the Netherlands, only Dutch speaking respondents that are living in the Netherlands can be included in the sample. Consequently, this increases the possibility that the findings of this study are only applicable to the Dutch work context. It is important to take this into account when generalizing the findings of the present study to a wider population.

The sampling procedure that the research group has used is called 'convenience sampling'. Convenience sampling is a non-probability sampling method where the sample consists out of people that are easy to reach (Vennix, 2011). This means that researchers directly approach potential respondents via for example their social networks. Advantages of this sampling technique are the easiness, cost effectiveness and the very fast way to collect data (Vennix, 2011). Nevertheless, a critical disadvantage of this method is that it could result in a biased sample, which makes it more difficult to generalize the findings (Vennix, 2011). All students from the research group from Nijmegen have participated in the data collection by sending out the anonymous link to the survey to their personal network. Several researchers have reached out to their social network by placing the link to the survey on social media such as Facebook or LinkedIn. Furthermore, potential respondents are directly contacted by the researchers via the phone or e-mail with a request to fill in the survey.

The sampling aim was to reach a diverse set of employees from a variety of organizations and industries, a representative sample of the Dutch working population. This improves the generalizability of the findings.

The final sample consists out of 861 respondents. It is not possible to calculate what the exact response rate is, because the survey is distributed via social media channels. This makes it not possible to calculate how many people have seen the survey, and how many did eventually fill in the survey. Not every respondent in this sample completed the entire survey.

After deleting the respondents that did not finalize the survey, there are 686 respondents left (79% of the entire sample). The respondents that do not work directly for an organization are also deleted from the sample, which means that there are 533 respondents left (61% of the entire sample). Finally, respondents with missing values on one of the main variables in this study are also deleted. The sample that is used for this study includes 501 respondents, which is 58% of the entire sample. Of these 501 respondents, 312 respondents (62%) hold a permanent contract and 190 respondents have a temporary contract. The majority of the respondents are female (63%). Most of the respondents work on a full-time base (43%) and are executive staff (42%). In total, 37% of the respondents work on a part-time base and 20% has a side job. Moreover, 33.5% of the respondents are working for an organization that has more than 1000 employees. Furthermore, 22.5% of the respondents work in the health care industry, which makes this the largest industry in the sample. The respondents are on average highly educated, with 70% holding a bachelor degree or higher. Additionally, the average tenure of the respondents is 8 year (98 months) and on average they work 29 hours per week. Finally, the average age of the respondents is 36 year.

In order to find out if this sample is representative for Dutch employees (i.e. the population of this study) the characteristics of the sample are compared with statistics on the Dutch workforce. This information is gathered from the ‘Centraal Bureau voor de Statistiek’ [CBS] (CBS, 2018). The average number of working hours per week for Dutch employees is 30 hours. Of the total workforce in the Netherlands, 15% works in the health care industry, which makes this the largest sector in the Netherlands. From all the employees that work directly for an organization, 37% has a flexible employment arrangement and 63% has a permanent employment arrangement. The division between full-time and part-time employees is almost equal. These characteristics are in line with our sample. On the other hand, only 36% of the Dutch employees hold a bachelor degree or higher, which means that highly educated people are overrepresented in our sample. Approximately 47% of the Dutch workforce is female, which indicates that females are also overrepresented in our sample. The average age of the Dutch workforce is 41 year, which means that our sample is slightly younger compared to the entire Dutch workforce.

It can be concluded that our sample, although it has similarities with the employees in the Dutch workforce, is not a one-on-one replication of the population where it tries to generalize to. This does not mean that it is impossible to uncover meaningful findings, but it is important to take the overrepresentation of females and highly educated individuals into

account when generalizing the outcomes to the wider population of Dutch employees working directly for an organization.

### 3.3 Measurement instruments

- *Dependent variable*

*Turnover intentions* are ‘a conscious and deliberate willingness to leave the organization’ (McNall et al., 2010, p.65). In order to measure turnover intentions, a Dutch translation of four items from Hom, Griffeth, & Sellaro (1984) is used. An example item is: ‘I often think about stop working for this organization’. Respondents can answer on a 7-point Likert-scale ranging from (1) completely disagree to (7) completely agree. The fourth item is formulated positively while the other items are formulated negatively. In order to resolve this difference, the fourth item is recoded to make sure that all the items are formulated negatively.

The items used to measure turnover intentions are slightly adjusted for temporary employees. For temporary employees the item is formulated as followed: ‘Regardless of my contract, I often think about stop working for this organization’. In this way, it is possible to measure the voluntary turnover intentions of temporary employees and rule out the possibility that the turnover intentions are caused by the status of the contract (e.g. the termination date of the contract is approaching). Moreover, there is also an additional question for temporary employees, namely: ‘It is due to my temporary contract that I am searching for a new job’ (1=completely disagree; 7=completely agree). The average score on this question is 2.26, which indicates that the majority (89.5%) of the temporary employees do not agree with this statement and that the turnover intentions of the temporary employees are not caused by the status of their contract.

- *Independent variable*

*Organizational identification* is ‘the perception of oneness with or belongingness to an organization, where the individual defines him or herself in terms of the organization(s) in which he or she is a member’ (Mael & Ashforth, 1992, p.104). Organizational identification is measured with a Dutch translation of ten items from the Mael & Tetrick (1992) scale. This scale has two underlying dimensions, namely: shared experience and shared characteristics. An example item is: ‘When someone criticized this organization, it feels like a personal insult’ (1=completely disagree; 7=completely agree). The eighth item is formulated negatively while all the other items are formulated positively. In order to resolve this difference, this item is recoded to make sure that all the items are formulated positively.

- Mediator variable

*Organizational commitment* is ‘a volitional psychological bond reflecting dedication to and responsibility for the organization’ (Klein et al., 2012, p.137). Organizational commitment is measured with a Dutch translation of four items from the Klein Unitary Target commitment measurement (Klein et al., 2014). An example item is: ‘To what extent do you care about the organization’ (1=not at all; 7=extremely).

- Moderator variable

*Contract type* respondents are asked to specify if they have a permanent or a temporary contract (0=permanent; 1=temporary). Since the group of respondents with a permanent contract is the largest (n=312), this is the reference category. Holders of a temporary contract also have to indicate if they work directly for the employer or have a different type of temporary work arrangement. As explained earlier, respondents with a temporary contract that are working directly for the employer are included in the study.

- Control variables

In order to rule out the possibility that the effects are caused by external influences, this study controls for certain variables. The respondents are asked to specify how old they are (*age*) and for how long they work for the organization (*tenure*). Furthermore, there is controlled for the *gender* of the respondent. The respondents could indicate if they are male, female or other (e.g. transgender, do not want to indicate). Since ‘female’ is the largest category (n=318), this is the reference group. Moreover, the position of the employees in the organization (*function*) is taken into account. The answer categories on this question are: executive staff, technical staff, administrative staff, professional, middle manager and top manager. The executive staff is the reference category since this is the largest group (n=210). Additionally, respondents are asked to indicate what *type of job* they hold: full-time, part-time or side-job. Full-time is the reference group because this is the largest group (n=216). Finally, the *organization size* is included in the analysis. Respondents are asked to specify how large their organization is in terms of employees. The answer categories are: <25, 26-100, 101-500, 501-1000, and >1000. Later on, this is re-categorized into: small (<100), medium (100-500) and large (>500). For interpretation reasons, the ‘small’ group is the reference group. The complete operationalization of all the constructs is included in appendix 1.

### **3.4 Data analysis**

First of all, some preliminary analyses are conducted in order to gain a better understanding of the data. Descriptive statistics are used to get more insight on the sample. The frequencies, means, standard deviations and correlations between the variables are investigated to gain preliminary insights on the underlying relationships between the variables. Furthermore, the data is checked on outliers. Moreover, exploratory factor analyses are conducted in order to find the underlying structure of the variables and reliability analyses are used to verify the reliability of the measurement scales.

In order to test the first, third and fourth hypotheses, multiple linear hierarchical regression analyses are conducted. A hierarchical regression means that the independent variables will be added step-by-step in the regression model (Field, 2013). Before conducting this multiple linear hierarchical regression analysis, four assumptions have to be met, namely: (a) normal distribution of the residuals; (b) linearity; (c) homoscedasticity, the equal distribution of the error variance, and; (d) independence of the error terms, the error terms in a model are not related to each other (Field, 2013). These assumptions will be mentioned when testing the hypotheses.

The dependent variables in the multiple linear hierarchical regression models are turnover intentions (H1, H4) or organizational commitment (H3). In regression model 1 (M1) only the control variables are added; in regression model 2 (M2) the independent variables organizational identification (H1, H3) or organizational commitment (H4) are added.

In order to test the second hypothesis, two procedures are followed. First of all, the dataset is split into two groups, namely: (a) permanent employees, and; (b) temporary employees. The multiple hierarchical regression analysis is run for both groups, and the outcomes are compared. Moreover, an extra multiple linear hierarchical regression analysis is also run with an additional interaction term. The same assumptions as presented above apply for both analyses.

To test the fifth hypothesis, the causal steps approach as recommended by Baron and Kenny (1986) is used. This method follows four steps. First of all, the direct effect of the independent variable (i.c. organizational identification) on the dependent variable (i.c. turnover intentions) has to be tested and needs to be significant. By testing H1, this is already done. The next step is testing the direct effect of the independent variable (i.c. organizational identification) on the mediator (i.c. organizational commitment). This relationship should also be significant. By testing H3, this is already done. Thirdly, the effect of the mediator (i.c.

organizational commitment) on the dependent variable (i.c. turnover intentions) needs to be tested, while controlling for the independent variable (i.c. organizational identification). This effect should also be significant. In the fourth and final step, the direct effect of the independent variable on the dependent variable is analyzed. When the direct effect of the independent variable becomes weaker after including the mediator into the model, but remains significant, there is a partially mediating effect. When the direct relationship becomes insignificant after including the mediator into the model, there is a full mediation effect. The Sobel test is an additional test to analyze mediating effects and is also used. The online Sobel test tool calculates the critical ratio to test if the mediation effect is significantly different from zero (Preacher & Leonardelli, n.d.).

To test the sixth hypothesis, the same procedure is followed. However, the dataset is split into permanent and temporary employees and the mediating effect is tested for both groups separately. The outcomes are compared with each other in order to verify the hypothesis. Additional analyses are conducted in order to examine the effects more in-depth.

### **3.5 Research ethics and integrity**

Another essential aspect of conducting scientific research is research ethics and integrity. Bell and Bryman (2007) made a shortlist of principles of ethical practice in the social science. They based this shortlist on a content analysis of ethical principles of nine professional associations in the social sciences (Easterby-Smith et al., 2015, p.95).

First of all, researchers should fully inform the participants about the goal and the intentions of the study (Bell & Bryman, 2007). The participants of this study received an introduction letter in which the goal of the data collection was explained. The participants have been informed that bachelor and master students from the Radboud University used the data to write their dissertations. Moreover, there is clearly communicated to the participants that the data collection is part of a larger research project by Prof. Klein. The participants have been notified that the data will be used for the research of Prof. Klein and other researchers that are affiliated with the project.

Secondly, it is important that researchers protect the privacy and anonymity of the participants and guarantee confidentiality of research data (Bell & Bryman, 2007). The survey was completely anonymous which makes it impossible to trace answers back to specific respondents. The data is property of the Radboud University and will only be shared with commitment researchers who are part of the '*Commitment in Global Context: measurement equivalence study*'. As already mentioned before, the participants have been informed about

this. As a matter of course, the other researchers affiliated with the project have also promised to follow the strict ethical code of conduct of academic research.

Thirdly, another aspect of research ethics is the development of the survey. Dr. Yvonne van Rossenberg has developed the survey. If the bachelor and/or master students wanted to add other constructs to the survey, they could suggest this to her. However, the final call was on Dr. Yvonne van Rossenberg. She also took on the translation of the measurement items. Since most of the original survey measures were formulated in English, this had to be done. Specifically, the translation of the organizational commitment scale (KUT) was of high importance because this data will be used in a larger project that studies the cross-language equivalence of the KUT. If there were pre-existing Dutch translations of the measurement scales available, these were used. The survey measures are translated with the forward backward translation method. This means that the items were first translated from English to Dutch and afterwards another person translated the Dutch items back to English. This process ended when the original English translation was in line with the 'new' English translation. When it comes to the measurement items of the KUT, Dr. Yvonne van Rossenberg also translated the German translation of the KUT into Dutch and back to German. This to make sure that the Dutch translation is as accurate as possible. Dr. Yvonne van Rossenberg put the survey in Qualtrics and provided the students with a personalized link to the survey. She also hold track on the data collection and gave the students weekly updates about the progress of the data collection.

Finally, researchers have to report funding sources and conflicts of interest. Above that, the communication of the research should be truthful and transparent. Moreover, misleading or dishonest reporting of research findings should be prevented (Bell & Bryman, 2007). This study did not receive funding and no potential conflict of interest has been reported. The final version of the dissertation will be published in the online dissertation repository of the Radboud University as well as in the digital archive of the Department of Business Administration. This makes the dissertation available to users inside and outside the Radboud University. The author of the present study promises that the reporting of the findings is honest and that misleading reporting is avoided. In order to strengthen this promise, a research integrity form is signed.

## **4. Results**

This results section is split into two parts, namely: (a) preliminary analyses (4.1), and; (b) hypotheses testing (4.2). The descriptive statistics (4.1.1.), test of outliers (4.1.2.) and psychometric analyses (4.1.3.) are presented in the preliminary analyses part. The hypotheses testing part is split into six paragraphs; each dedicated to one of the six hypotheses.

### **4.1 Preliminary Analyses**

#### **4.1.1. Descriptive statistics: frequencies, means, standard deviations and Pearson's correlations**

The data that is used for this study contains nominal as well as metric variables. Nominal variables have two or more categories that do not have a 'natural order'. This makes it not possible to quantify these variables and calculate for example a mean value. Thus, for this type of variables frequency statistics are only meaningful (Field, 2013). The frequency statistics of the nominal variables that are used in this study are summarized in table 1. These statistics are given for the total sample and for the subgroups permanent and temporary employees. One notable difference between permanent and temporary employees is that most of the permanent employees work for a large organization (n=162), while most of the temporary employees work for a small organization (n=99). Furthermore, permanent employees are often working on a full-time base (n=152) in a professional function (n=101) whereas temporary employees more often have a side-job (n=75) in an executive function (n=114).

Table 1: Frequencies nominal variables

| Variable          | Categories                    | Total     |         | Permanent |         | Temporary |         |
|-------------------|-------------------------------|-----------|---------|-----------|---------|-----------|---------|
|                   |                               | Frequency | Percent | Frequency | Percent | Frequency | Percent |
| Type of contract  | <b>Permanent</b> <sup>1</sup> | 312       | 62%     | 312       | 100%    | -         | -       |
|                   | Temporary                     | 190       | 38%     | -         | -       | 190       | 100%    |
| Gender            | <b>Female</b> <sup>1</sup>    | 318       | 63%     | 182       | 58%     | 136       | 72%     |
|                   | Male                          | 178       | 36%     | 124       | 40%     | 54        | 28%     |
|                   | Other                         | 6         | 1%      | 6         | 2%      | -         | -       |
| Organization size | <b>Small</b> <sup>1</sup>     | 190       | 38%     | 91        | 29%     | 99        | 52%     |
|                   | Medium                        | 90        | 18%     | 59        | 19%     | 31        | 16%     |
|                   | Large                         | 222       | 44%     | 162       | 52%     | 60        | 32%     |
| Type of job       | <b>Full-time</b> <sup>1</sup> | 216       | 43%     | 152       | 49%     | 62        | 34%     |
|                   | Part-time                     | 186       | 37%     | 135       | 43%     | 51        | 27%     |
|                   | Side-job                      | 100       | 20%     | 25        | 8%      | 75        | 39%     |
| Function          | <b>Executive</b> <sup>1</sup> | 210       | 42%     | 96        | 31%     | 114       | 60%     |
|                   | Technical                     | 19        | 4%      | 13        | 4%      | 6         | 3%      |
|                   | Administrative                | 74        | 15%     | 47        | 15%     | 27        | 14%     |
|                   | Professional                  | 134       | 26%     | 101       | 32%     | 33        | 17%     |
|                   | Line manager                  | 52        | 10%     | 43        | 14%     | 9         | 5%      |
|                   | Top manager                   | 13        | 3%      | 12        | 4%      | 1         | 1%      |

<sup>1</sup> Reference category for making dummy variables

The metric variables that are used in this study are summarized in table 2. In this table, the means, standard deviations and Pearson's correlations between the variables are presented. Again, these outcomes are presented for the total group and for the permanent employees and temporary employees separately. Table 2 shows that the average turnover intentions of permanent employees ( $m = 2.64$ ) are lower than those of the temporary employees ( $m = 3.29$ ). Furthermore, permanent employees have, on average, a higher level of organizational identification ( $m = 4.62$  vs.  $m = 4.44$ ) and commitment ( $m = 5.16$  vs.  $m = 4.64$ ) than temporary employees. Moreover, whereas the average tenure of permanent employees is 146 months or 12 years, the average tenure of temporary employees is 19 months or approximately 1.5 year.

The Pearson's correlation is 'a standardized measure of the strength of a relation between two variables' (Field, 2013, p.881). The table for the total sample shows that all the correlations between the variables are significant. Organizational identification ( $r = -.364$ ,  $p < .01$ ) and organizational commitment ( $r = -.458$ ,  $p < .01$ ) both have a negative correlation with turnover intentions. Furthermore, organizational identification and organizational commitment correlate positively with each other ( $r = .600$ ,  $p < .01$ ). Above that, tenure correlates negatively with turnover intentions ( $r = -.198$ ,  $p < 0.01$ ) and positively with organizational identification ( $r = .089$ ,  $p < .05$ ), organizational commitment ( $r = .220$ ,  $p < .01$ ) and age ( $r = .702$ ,  $p < 0.01$ ). Age correlates negatively with turnover intentions ( $r = -.236$ ,  $p <$

.01), and positively with organizational identification ( $r = .102, p < .05$ ) and organizational commitment ( $r = .208, p < .05$ ).

Comparing the permanent and temporary employees gives some interesting insights. The negative correlation between organizational identification and turnover intentions seems to be stronger for temporary employees ( $r = -.466, p < .01$ ) than for permanent employees ( $r = -.257, p < .01$ ). The same holds for the negative correlation between organizational commitment and turnover intentions: the negative correlation is stronger for temporary employees ( $r = -.570, p < .01$ ) than for permanent employees ( $r = -.295, p < .01$ ). Furthermore, the positive correlation between organizational identification and organizational commitment is stronger for temporary employees ( $r = .719, p < .01$ ) than for permanent employees ( $r = .507, p < .01$ ). Age and tenure do not significantly correlate with other variables in the sample of temporary employees. On the other hand, tenure has a negative correlation with turnover intentions ( $r = -.163, p < .01$ ) and a positive correlation with age ( $r = .636, p < .01$ ) for permanent employees. Furthermore, age also has a negative correlation with turnover intentions of permanent employees ( $r = -.213, p < .01$ ).

Table 2: Means, standard deviations and Pearson's correlations

|                                 | Mean   | SD     | 1       | 2      | 3      | 4      | 5 |
|---------------------------------|--------|--------|---------|--------|--------|--------|---|
| <i>Total</i>                    |        |        |         |        |        |        |   |
| 1.Turnover intentions           | 2.89   | 1.494  | 1       |        |        |        |   |
| 2.Organizational identification | 4.56   | .829   | -.364** | 1      |        |        |   |
| 3.Organizational commitment     | 4.97   | .853   | -.458** | .600** | 1      |        |   |
| 4.Tenure <sup>1</sup>           | 98.17  | 119.36 | -.198** | .089*  | .220** | 1      |   |
| 5.Age                           | 20.71  | 14.848 | -.236** | .102*  | .208** | .702** | 1 |
| <i>Permanent</i>                |        |        |         |        |        |        |   |
| 1.Turnover intentions           | 2.64   | 1.321  | 1       |        |        |        |   |
| 2.Organizational identification | 4.62   | .793   | -.257** | 1      |        |        |   |
| 3.Organizational commitment     | 5.16   | .768   | -.295** | .507** | 1      |        |   |
| 4.Tenure <sup>1</sup>           | 146.48 | 128.57 | -.163** | .048   | .100   | 1      |   |
| 5.Age                           | 27.19  | 14.358 | -.213** | .071   | .065   | .636** | 1 |
| <i>Temporary</i>                |        |        |         |        |        |        |   |
| 1.Turnover intentions           | 3.29   | 1.669  | 1       |        |        |        |   |
| 2.Organizational identification | 4.44   | .874   | -.466** | 1      |        |        |   |
| 3.Organizational commitment     | 4.64   | .888   | -.570** | .719** | 1      |        |   |
| 4.Tenure <sup>1</sup>           | 18.84  | 19.68  | .116    | .066   | .092   | 1      |   |
| 5.Age                           | 10.05  | 7.852  | -.022   | .012   | .032   | .004   | 1 |

\*\* Correlation is significant at the 0.01 level (2-tailed); \* Correlation is significant at the 0.05 level (2-tailed).

<sup>1</sup> Tenure is measured in months.

#### 4.1.2. Test of outliers

Outliers are 'scores that are very different from the rest of the data' (Field, 2013, p.165). It is important to detect these outliers because they can influence the mean, standard deviations, reliability intervals and, consequently, the outcomes of a study (Field, 2013). In order to detect these outliers, boxplots are made in SPSS. These boxplots are included in appendix 2. There are no outliers found for the variables organizational identification, turnover intentions and age. One outlier has been found for organizational commitment (case 417) and two outliers have been found for tenure (cases 48 and 262). However, further investigation of these outliers did not provide evidence for typos, mistakes in the dataset, or an unusual answer pattern. The outliers are therefore not excluded from the dataset. Nevertheless, additional analyses without the outliers in the dataset have been conducted (not reported). Based on these analyses it can be concluded that the outliers did not influence the outcomes of the study.

### 4.1.3. Psychometric analyses

In order to gain more insight into the underlying structure of the data, exploratory factor analyses (principal component factor analysis) for the variables organizational identification, organizational commitment and turnover intentions are conducted. An exploratory factor analysis makes it possible to verify if the measured items are related to the construct that they try to measure. In this way, an exploratory factor analysis contributes to the internal validity of the study (Field, 2013). Although this study uses existing scales for the measurement of the constructs, the exploratory factor analyses will function as an extra verification of the internal validity of this study. Based on the exploratory factor analysis, the independent items are clustered into one variable that measures the underlying construct. The reliability of these scales is tested with a reliability analysis. A reliability analysis makes it possible to verify if the items correlate with each other and thus form a scale. This internal consistency is tested with the Cronbach's alpha. A scale is reliable if the Cronbach's alpha has a minimum value of .60 and is very reliable if the Cronbach's alpha has a value higher than .80 (Field, 2013).

#### Organizational identification

The SPSS output for the factor analysis and reliability analysis on the items of organizational identification is included in appendix 3. A factor analysis is applicable if the Kaiser-Meyer-Olkin [KMO] of sampling adequacy is higher than .5 and the Barlett's Test of Sphericity is significant (Field, 2013). Since the KMO test is .827 and the Barlett's Test is highly significant ( $p < .001$ ), it is appropriate to conduct a factor analysis. Furthermore, all the communalities after extraction should be higher than .2 because this means that the item shares variance with the other items (Field, 2013). This criterion is also met, so no item needs to be deleted. The Kaiser criterion to select factors/components is an eigenvalue higher than 1. Moreover, the total variance explained should be higher than 60% (Field, 2013). Based on these criteria, the SPSS output shows that there are three components with an eigenvalue higher than 1 that cumulative explain 60,8% of the variance. This is contrary to the expectations. As already explained, the measurement scale of organizational identification distinguish two dimensions, namely: (a) shared experience, and; (b) shared characteristics. This is why two underlying components are expected. Based on the theory and the paper of Mael and Tetrick (1992), items OrgIdent1 till OrgIdent6 should have load on one component, and items OrgIdent7 till OrgIdent10 should have load on the other component. As shown in table 3, this study found a different underlying structure. Items OrgIdent1 till OrgIdent5 and

item OrgIdent7 load on component 1, items OrgIdent6 and OrgIdent8\_rev load on component 2 and items OrgIdent9 and OrgIdent10 load on component 3. Component 1 can be labeled as ‘shared experience’, component 2 as ‘shared behaviors’ and component 3 as ‘shared characteristics’. There are no cross loaders since the differences between the highest and the second highest loadings are not lower than  $|.2|$  (Field, 2013). This means that there is no reason to delete an item. Since all the items share variance as indicated by the communalities, it seems like all the items are still related to the overarching construct ‘organizational identification’. Furthermore, based on the communalities and cross loaders, there is no urgent need to delete items. The analysis continues with the ten items.

*Table 3: Rotated Component Matrix organizational identification*

| <b>Items</b>  | <b>1</b>    | <b>2</b>    | <b>3</b>    |
|---|-------------|-------------|-------------|
| OrgIdent1: When someone criticizes this organization, it feels like a personal insult.    | <b>.709</b> | .150        | .093        |
| OrgIdent2: I am very interested in what others think about this organization.             | <b>.682</b> | -.121       | .050        |
| OrgIdent3: When I talk about this organization, I usually say “we” rather than “they.”    | <b>.728</b> | .049        | -.040       |
| OrgIdent4: This organization’s successes are my successes.                                | <b>.795</b> | .109        | .069        |
| OrgIdent5: When someone praises this organization, it feels like a personal compliment.   | <b>.799</b> | .183        | .117        |
| OrgIdent7: If a story in the media criticized the organization, I would feel embarrassed. | <b>.658</b> | .248        | .118        |
| OrgIdent6: I act like the rest of the people in my organization to a great extent.        | .252        | <b>.641</b> | .135        |
| OrgIdent8_rev: I act like a typical member of this organization.                          | -.021       | <b>.856</b> | -.061       |
| OrgIdent9: I have a number of qualities typical of the people in this organization.       | .211        | .337        | <b>.712</b> |
| OrgIdent10: The limitations associated with people in this organization apply to me also. | -.009       | -.148       | <b>.880</b> |

In order to test if the ten items together form a reliable scale with internal consistency, a reliability analysis is conducted. As table 4 shows, the Cronbach’s alpha of the organizational identification scale is  $.775$ , which indicates reliability (Field, 2013). However, the Cronbach’s alpha could be slightly improved by deleting the items OrgIdent8\_rev and OrgIdent10. Since the differences are rather small ( $.016$  for OrgIdent8\_rev and  $.021$  for OrgIdent10) and it is uncommon to delete items from a pre-existing scale, there is decided to not delete these two items.

*Table 4: Reliability analysis organizational identification*

| <b>Cronbach's alpha</b>   | <b>.775</b> |
|---|-------------|
| <b>Cronbach's alpha if item deleted</b>   |             |
| OrgIdent1: When someone criticizes this organization, it feels like a personal insult.    | .737        |
| OrgIdent2: I am very interested in what others think about this organization.             | .757        |
| OrgIdent3: When I talk about this organization, I usually say "we" rather than "they."    | .747        |
| OrgIdent4: This organization's successes are my successes.                                | .731        |
| OrgIdent5: When someone praises this organization, it feels like a personal compliment.   | .725        |
| OrgIdent6: I act like the rest of the people in my organization to a great extent.        | .765        |
| OrgIdent7: If a story in the media criticized the organization, I would feel embarrassed. | .738        |
| OrgIdent8_rev: I act like a typical member of this organization.                          | <b>.791</b> |
| OrgIdent9: I have a number of qualities typical of the people in this organization.       | .761        |
| OrgIdent10: The limitations associated with people in this organization apply to me also. | <b>.796</b> |

### *Organizational commitment*

Since this is the first time that the KUT measurement is translated in Dutch and used in the Netherlands, it is also worthwhile to conduct an exploratory factor analysis for these four items. The SPSS output is included in appendix 4. The KMO test is .850 and the Barlett's test is highly significant ( $p < 0.001$ ). The communalities after extraction are all above .2. The factor analysis found one component with an eigenvalue higher than 1 that explains 78% of the variance. As shown in table 5, all items have a high loading on the component. This one component model is in line with the expectations. The Cronbach's alpha of the organizational commitment scale is .906, which indicates a high level of reliability. Moreover, deleting one of the items does not improve the reliability (see appendix 4).

*Table 5: Component Matrix organizational commitment*

| <b>Items</b>  | <b>1</b>    |
|---|-------------|
| OrgCom1: How committed are you to your organization?                          | <b>.843</b> |
| OrgCom2: To what extent do you care about your organization?                  | <b>.898</b> |
| OrgCom3: How dedicated are you to your organization?                          | <b>.905</b> |
| OrgCom4: To what extent have you chosen to be committed to your organization? | <b>.901</b> |

### *Turnover intentions*

Finally, since turnover intentions are also measured with multiple items, there is a factor analysis conducted. The SPSS output of this factor analysis is included in appendix 5. The KMO test is .813 and the Barlett's test is highly significant ( $p < 0.001$ ), thus a factor analysis is applicable. The communalities after extraction are all above .2, thus there is no reason to delete an item. The factor analysis found one component with an eigenvalue above 1 that explains 74.9% of the variance. As shown in table 6, all the items have a high loading on the component. This is in line with the expectations. Furthermore, the reliability analysis shows

that the Cronbach's alpha is .888, which indicates a reliable scale. Moreover, deleting one item would not improve the reliability (see appendix 5).

*Table 6: Component Matrix turnover intentions*

| <b>Items</b>  | <b>1</b>    |
|---|-------------|
| Turnover_total1: I often think about stop working for this organization.                                  | <b>.882</b> |
| Turnover_total2: I am searching for a new job.  | <b>.842</b> |
| Turnover_total3: I intend to leave this organization.   | <b>.924</b> |
| Turnover_total4_rev: If it were up to me, I would not like to stay with the organization for a long-term. | <b>.808</b> |

## 4.2 Hypotheses testing

### 4.2.1. Hypothesis 1

Hypothesis 1 proposes a negative relationship between organizational identification and turnover intentions. The SPSS output of the regression analysis is included in appendix 6. Before conducting the regression analysis, the assumptions as explained in section 3.4 are tested.

The histogram, included in appendix 6, shows that the residuals follow the bell-curve, which indicate a normal distribution (Field, 2013). However, there is a slight pile-up in the distribution to the left, which means that there are more low scores (i.e. low turnover intentions) on this variable than high scores. However, it is not surprising that the scores on turnover intentions are in general low, because people with high turnover intentions often do not stay long in the organization. Furthermore, regression models are expected to be reasonably robust for minimal violations of the normality assumption (Field, 2013). Therefore there is decided to not transform the data, but keep the violation in mind when interpreting the findings. This holds for every further regression model that has turnover intentions as the dependent variable, and will not be further discussed for these models.

The violation of the assumption of linearity is, however, more concerning. It is possible to test the assumption of linearity by examine the scatterplot of the residuals (see appendix 6). The assumption of linearity is met when this scatterplot does not show a curve or other figure. The residuals should be dispersed on a horizontal line (Field, 2013). As the scatterplot of the residuals of this regression model shows, this is not the case. There is a downward slope in the distribution of the residuals, which indicates non-linearity. In order to solve this problem, an additional analysis is conducted with polynomial variables of the independent variable organizational identification. There is linearity when these polynomial

variables appear to be not significant (Field, 2013). As can be seen in the SPSS output of this analysis in appendix 7, these polynomial variables are not significant. This is why linearity is assumed. It is noteworthy to mention that these additional analyses are conducted for every regression model that showed no linearity. However, none of these polynomial variables were significant, and that is why linearity in all the further regression models is assumed and will not be further discussed.

The scatterplot of residuals provides also information about the homoscedasticity of the regression model. If there is no clear pattern, such as a ‘tormenting’, the residuals are evenly distributed (Field, 2013). There is no clear pattern in this scatterplot, thus the assumption of homoscedasticity is met.

Lastly, the assumption of the independence of the error term can be tested with the information in the table ‘residual statistics’. The mean in the row ‘standardized predicted value’ should be 0 and the standard deviation should be 1 (Field, 2013). Since this is the case, this assumption is also met.

The results of the regression analysis are presented in table 7. Since all the independent variables are standardized, the *b*-value is used to interpret the results. The adjusted  $R^2$  indicates how much of the variance is explained by the model (Field, 2013). Model 1 (with only the control variables) has an exploratory power of .075 (adjusted  $R^2$ ) and is significant ( $F$ -change(12,489) = 4.408,  $p < .001$ ).  $F$ -change statistics indicate how much more variance the model predicts compared to the previous model (Field, 2013). Model 2, with the independent variable included, has an exploratory power of .217 and significantly predicts more variance than model 1 ( $F$ -change(1,488) = 89.73,  $p < .001$ ). The  $F$ -ratio shows the usefulness of the model and should be significant (Field, 2013). The  $F$ -ratio of model 2 is 11.71 and is highly significant ( $p < .001$ ).

The Variance Inflation Factors [VIF] scores indicate the level of multicollinearity in the regression model. A high level of multicollinearity means that two variables are very strongly linearly related and do not explain enough unique variance. VIF scores higher than 10 indicate a high level of multicollinearity (Field, 2013). As can be seen in table 7, all VIF scores are below 10, and multicollinearity does not seem to be a problem.

Model 2 shows a significant negative relationship between the dummy large organization size and turnover intentions ( $b = -.515$ ,  $p < .001$ ) and the dummy male and turnover intentions ( $b = -.390$ ,  $p < .01$ ). Furthermore, organizational identification has, in line with our expectations, a significant negative relationship with turnover intentions ( $b = -.598$ ,  $p$

< .001). Hypothesis 1 is thus supported. This means that higher levels of organizational identification lead to lower turnover intentions among employees.

*Table 7: Results of regression analysis hypothesis 1*

| Turnover intentions<br>Variables | M1     |      |     | M2    |      |     |       |
|----------------------------------|--------|------|-----|-------|------|-----|-------|
|                                  | b      | s.e. |     | b     | s.e. | VIF |       |
| Age                              | -.190  | .099 | -   | -.152 | .091 | -   | 2.365 |
| Tenure                           | -.118  | .093 | -   | -.086 | .085 | -   | 2.091 |
| Org. size = medium               | -.095  | .189 | -   | -.264 | .175 | -   | 1.297 |
| Org. size = large                | -.203  | .150 | -   | -.515 | .142 | *** | 1.422 |
| Gender = male                    | -.385  | .151 | **  | -.390 | .139 | **  | 1.264 |
| Gender = other                   | .490   | .597 | -   | -.280 | .555 | -   | 1.044 |
| Type of job = part-time          | -.078  | .159 | -   | -.024 | .147 | -   | 1.443 |
| Type of job = side-job           | .312   | .210 | -   | .178  | .194 | -   | 1.725 |
| Organizational identification    | -      | -    | -   | -.598 | .063 | *** | 1.142 |
| Adjusted R <sup>2</sup>          | .075   |      | *** | .217  |      | *** |       |
| F change                         | 4.408  |      | *** | 89.73 |      | *** |       |
| Df                               | 12,489 |      | -   | 1,488 |      | -   |       |
| F                                | 4.408  |      | *** | 11.71 |      | *** |       |

\*  $p < .05$ ; \*\*  $p < .01$ ; \*\*\*  $p < .001$ .  $b$  = unstandardized regression coefficient;  $s.e.$  = standard error. Although not reported, function dummies are included in all models.

#### 4.2.2. Hypothesis 2

The negative effect of organizational identification on turnover intentions appears to be significant. Hypothesis 2 assumes that this relationship is moderated by contract type: the relationship is weaker for temporary employees than for permanent employees. In order to verify this, the relationship between organizational identification and turnover intentions is tested again but this time the data file is split into two groups: (a) permanent employees, and; (b) temporary employees. The outcomes of both regression analyses are compared with each other. The SPSS output of this regression analysis is included in appendix 8.

When it comes to the assumptions, there is no clear pattern in the scatterplot of the residuals (see appendix 8). This indicates homoscedasticity. Above that, the residual statistics table confirms that the error terms are independent ( $m = 0$ ,  $SD = 1$ ).

First of all, the results for the permanent employees are discussed and presented in table 8. Model 1 has an exploratory power of .063 that is significant ( $F$ -change(12,299) = 2.743,  $p < .001$ ). Model 2 predicts more variance than model 1 ( $F$ -change(1,298) = 26.92,  $p < .001$ ) and has an exploratory power of .127. The  $F$ -ratio of model 2 is 4.81 ( $p < .001$ ), which indicates usefulness of the model. All the VIF ratios are below 10, thus multicollinearity should not be a problem.

The dummy variable for male has a significant negative relationship with turnover intentions ( $b = -.350, p < .05$ ) in model 2. Moreover, organizational identification has a negative relationship with turnover intentions with a  $b$ -value of  $-.405 (p < .001)$ .

*Table 8: Results of regression analysis hypothesis 2: permanent employees*

| Turnover intentions<br>Variables | M1     |      |     | M2    |      |     |       |
|----------------------------------|--------|------|-----|-------|------|-----|-------|
|                                  | b      | s.e. |     | b     | s.e. | VIF |       |
| Age                              | -.179  | .104 | -   | -.158 | .100 | -   | 1.921 |
| Tenure                           | -.098  | .091 | -   | -.092 | .087 | -   | 1.809 |
| Org. size = medium               | -.032  | .220 | -   | -.096 | .213 | -   | 1.440 |
| Org. size = large                | -.135  | .174 | -   | -.350 | .172 | *   | 1.533 |
| Gender = male                    | -.288  | .173 | -   | -.291 | .166 | -   | 1.368 |
| Gender = other                   | .597   | .538 | -   | .043  | .527 | -   | 1.084 |
| Type of job = part-time          | .061   | .176 | -   | .085  | .169 | -   | 1.457 |
| Type of job = side-job           | .395   | .308 | -   | .269  | .297 | -   | 1.345 |
| Organizational identification    | -      | -    | -   | -.405 | .078 | *** | 1.155 |
| Adjusted R <sup>2</sup>          | .063   |      | *** | .137  |      | *** |       |
| F change                         | 2.734  |      | *** | 26.92 |      | *** |       |
| Df                               | 12,299 |      | -   | 1,298 |      | -   |       |
| F                                | 2.734  |      | *** | 4.81  |      | *** |       |

\*  $p < .05$ ; \*\*  $p < .01$ ; \*\*\*  $p < .001$ .  $b$  = unstandardized regression coefficient;  $s.e.$  = standard error. Although not reported, function dummies are included in all models.

The results of the regression analysis for temporary employees are summarized in table 9. Model 1 has a negative exploratory power of  $-.010$  that is not significant ( $F$ -change(11,178) =  $.837, p > .05$ ). It can be concluded that model 1, with only the control variables, does not significantly predicts the dependent variable. Model 2, on the other side, has an exploratory power of  $.257$  that significantly explains more variance than model 1 ( $F$ -change(1,177) =  $64.76, p < .001$ ). Furthermore, the significant  $F$ -ratio of  $6.44 (p < .001)$  indicates that the model is useful. Above that, all the VIF ratios are far below 10, thus there is no multicollinearity in this regression model.

Model 2 shows a significant positive relationship between tenure and turnover intentions ( $b = 1.459, p < .05$ ) and a significant negative relationship between the dummy for large organization size and turnover intentions ( $b = -.714, p < .01$ ). Most importantly, the model shows a significant negative relationship between organizational identification and turnover intentions ( $b = -.849, p < .001$ ).

*Table 9: Results of regression analysis hypothesis 2: temporary employees*

| Turnover intentions<br>Variables | M1     |      |   | M2    |      |     | VIF   |
|----------------------------------|--------|------|---|-------|------|-----|-------|
|                                  | b      | s.e. | - | b     | s.e. | -   |       |
| Age                              | -.009  | .255 | - | -.008 | .219 | -   | 1.226 |
| Tenure                           | 1.066  | .760 | - | 1.459 | .654 | *   | 1.063 |
| Org. size = medium               | -.311  | .353 | - | -.482 | .304 | -   | 1.157 |
| Org. size = large                | -.239  | .283 | - | -.714 | .250 | **  | 1.234 |
| Gender = male                    | -.399  | .298 | - | -.434 | .256 | -   | 1.220 |
| Gender = other                   | -      | -    | - | -     | -    | -   | -     |
| Type of job = part-time          | -.326  | .329 | - | -.165 | .283 | -   | 1.441 |
| Type of job = side-job           | .023   | .358 | - | -.070 | .307 | -   | 2.067 |
| Organizational identification    | -      | -    | - | -.849 | .105 | *** | 1.131 |
| Adjusted R <sup>2</sup>          | -.010  | -    | - | .257  | -    | *** | -     |
| F change                         | .837   | -    | - | 64.76 | -    | *** | -     |
| Df                               | 11,178 | -    | - | 1,177 | -    | -   | -     |
| F                                | .837   | -    | - | 6.44  | -    | *** | -     |

\*  $p < .05$ ; \*\*  $p < .01$ ; \*\*\*  $p < .001$ .  $b$  = unstandardized regression coefficient;  $s.e.$  = standard error. Although not reported, function dummies are included in all models.

Comparing the  $b$ -values of the permanent and temporary employees gives us an unexpected finding. The negative  $b$ -value of the temporary employees is namely lower than the negative  $b$ -value of the permanent employees:  $-849$  ( $p < .001$ ) for the temporary employees versus  $-.405$  ( $p < .001$ ) for the permanent employees. The negative effect of organizational identification, contrary to our expectations, seems to be stronger for temporary employees than for permanent employees.

In order to investigate this unexpected finding more in depth and to verify if there is a significant difference between the two types of employees, an additional analysis is conducted. This additional analysis is included in appendix 9. For this additional analysis, an interaction term is created between the standardized variable organizational identification and the dummy variable contract type. In regression model 1 only the control variables are added; in regression model 2 the independent variables organizational identification and contract type are added. Finally, in model 3 the interaction term between organizational identification and contract type is added. As can be concluded from this analysis, the interaction term between organizational identification and contract type is significant ( $b = -.384$ ,  $p < .01$ ).

An interaction plot is developed to get a better understanding of the interaction (see appendix 9). This interaction plot suggests the same as the initial analysis: an increase in organizational identification leads to lower turnover intentions for both permanent as well as temporary employees. However, this effect is weaker for permanent employees. Thus, the negative relationship between organizational identification and turnover intentions is stronger for temporary employees than for permanent employees. Hypothesis 2 is rejected.

### 4.2.3. Hypothesis 3

Hypothesis 3 predicts a positive relationship between organizational identification and organizational commitment. The SPSS output of the regression analysis is included in appendix 10.

The assumptions of the regression analysis are verified before conducting the regression analysis. The histogram and normal P-plot both show a normal distribution of the residuals. Moreover, the scatterplot displays that the residuals have a horizontal line with no clear patterns. This indicates linearity and homoscedasticity. Finally, the residual statistics table confirms that the error terms are independent ( $m = 0$ ,  $SD = 1$ ). All the assumptions are thus met.

Regression model 1, with only the control variables, has an exploratory power of .151 and is highly significant ( $F\text{-change}(12,489) = 8.448$ ,  $p < .001$ ). Model 2 has a prediction power of .420 and significantly predicts more variance than model 1 ( $F\text{-change}(1,488) = 227.17$ ,  $p < .001$ ). Model 2 thus fits the data better than model 1. Furthermore, the  $F$ -ratio of model 2 is 28.88 ( $p < .001$ ), which indicates that model 2 is useful. All the VIF scores are below 10, which imply that multicollinearity is not a problem in this regression model.

Model 2, as presented in table 10, shows a positive relationship between tenure and organizational commitment ( $b = .126$ ,  $p < .01$ ) and between the dummy for male and organizational commitment ( $b = .172$ ,  $p < .05$ ). Moreover, it shows a negative relationship between the dummy for other gender and organizational commitment ( $b = -.570$ ,  $p < .05$ ) and between the dummy for side-job and organizational commitment ( $b = -.278$ ,  $p < .01$ ). Most importantly, model 2 shows, in line with our expectation, a highly significant positive relationship between organizational identification and organizational commitment ( $b = .468$ ,  $p < .001$ ). This means that hypothesis 3 is supported. High levels of organizational identification lead to organizational commitment.

Table 10: Results of regression analysis hypothesis 3

| Organizational commitment<br>Variables | M1     |      |     | M2     |      |     |       |
|--|--------|------|-----|--------|------|-----|-------|
|  | b      | s.e. |     | b      | s.e. | VIF |       |
| Age                                    | .012   | .054 | -   | -.018  | .045 | -   | 2.365 |
| Tenure                                 | .151   | .051 | **  | .126   | .042 | **  | 2.091 |
| Org. size = medium                     | -.261  | .104 | *   | -.129  | .086 | -   | 1.297 |
| Org. size = large                      | -.344  | .082 | *** | -.100  | .070 | -   | 1.422 |
| Gender = male                          | .169   | .326 | *   | .172   | .068 | *   | 1.264 |
| Gender = other                         | -1.173 | .326 | *** | -.570  | .273 | *   | 1.044 |
| Type of job = part-time                | .041   | .087 | -   | -.001  | .072 | -   | 1.443 |
| Type of job = side-job                 | -.383  | .115 | *** | -.278  | .095 | **  | 1.725 |
| Organizational identification          | -      | -    | -   | .468   | .031 | *** | 1.142 |
| Adjusted R <sup>2</sup>                | .151   |      | *** | .420   |      | *** |       |
| F change                               | 8.448  |      | *** | 227.17 |      | *** |       |
| Df                                     | 12,489 |      | -   | 1,488  |      | -   |       |
| F                                      | 8.448  |      | *** | 28.88  |      | *** |       |

\* $p < .05$ ; \*\* $p < .01$ ; \*\*\* $p < .001$ .  $b$  = unstandardized regression coefficient;  $s.e.$  = standard error. Although not reported, function dummies are included in all models.

#### 4.2.4. Hypothesis 4

Hypothesis 4 assumes a negative relationship between organizational commitment and turnover intentions. The SPSS output of the regression analysis is included in appendix 11.

Before interpreting the regression analysis, the assumptions are verified. The scatterplot shows that the residuals do not follow a clear pattern, which indicates homoscedasticity. Furthermore, the residual statistics table confirms that the error terms are independent ( $m = 0$ ,  $SD = 1$ ).

The results of the regression analysis are summarized in table 11. Model 1 has an exploratory power of .075 and is highly significant ( $F$ -change(12,489) = 4.408,  $p < .001$ ). However, model 2 has an even higher exploratory power of .264 and significantly predicts more variance than model 1 ( $F$ -change(1,488) = 126.13,  $p < .001$ ). Moreover, the  $F$ -ratio of model 2 is 14.81 ( $p < .001$ ), which implies that the model is useful. All the VIF scores are below 10, thus there is no multicollinearity.

Age ( $b = -.180$ ,  $p < .05$ ) and the dummy for large organization size ( $b = -.488$ ,  $p < .001$ ) seem to have a negative relationship with turnover intentions. Thus, an increase in age leads to lower turnover intentions and employees of a large organization seem to have lower turnover intentions than employees of a small organization. Furthermore, model 2 shows evidence for hypothesis 4: it found a significant negative relationship between organizational commitment and turnover intentions ( $b = -.707$ ,  $p < .001$ ). Therefore, it can be concluded that higher levels of organizational commitment lead to lower turnover intentions.

Table 11: Results of regression analysis hypothesis 4

| Turnover intentions<br>Variables | M1     |      |     | M2     |      |     | VIF   |
|----------------------------------|--------|------|-----|--------|------|-----|-------|
|                                  | b      | s.e. |     | b      | s.e. |     |       |
| Age                              | -.190  | .099 | -   | -.180  | .088 | *   | 2.360 |
| Tenure                           | -.118  | .093 | -   | .007   | .084 | -   | 2.125 |
| Org. size = medium               | -.095  | .189 | -   | -.311  | .170 | -   | 1.301 |
| Org. size = large                | -.203  | .150 | -   | -.488  | .136 | *** | 1.394 |
| Gender = male                    | -.385  | .151 | **  | -.245  | .135 | -   | 1.049 |
| Gender = other                   | .490   | .597 | -   | -.482  | .539 | -   | 1.274 |
| Type of job = part-time          | -.078  | .159 | -   | -.043  | .142 | -   | 1.442 |
| Type of job = side-job           | .312   | .210 | -   | -.005  | .190 | -   | 1.754 |
| Organizational commitment        | -      | -    | -   | -.707  | .063 | *** | 1.207 |
| Adjusted R <sup>2</sup>          | .075   |      | *** | .264   |      | *** |       |
| F change                         | 4.408  |      | *** | 126.13 |      | *** |       |
| Df                               | 12,489 |      | -   | 1,488  |      | -   |       |
| F                                | 4.408  |      | *** | 14.81  |      | *** |       |

\*  $p < .05$ ; \*\*  $p < .01$ ; \*\*\*  $p < .001$ .  $b$  = unstandardized regression coefficient;  $s.e.$  = standard error. Although not reported, function dummies are included in all models.

#### 4.2.5. Hypothesis 5

Hypothesis 5 predicts a mediating relationship between organizational identification, organizational commitment and turnover intentions. More specifically, organizational commitment mediates the relationship between organizational identification and turnover intentions. As explained in section 3.4, the Baron and Kenny (1986) approach is followed to test this mediating relationship. The first step of the mediation analysis has been conducted when testing hypothesis 1: the significant relationship between organizational identification and turnover intentions ( $b = -.598$ ,  $p < .001$ ). The second step has been conducted when testing hypothesis 3: the significant relationship between organizational identification and organizational commitment ( $b = .468$ ,  $p < .001$ ). In the third step, the relationship between organizational commitment and turnover intentions needs to be analyzed while controlling for the independent variable organizational identification. The results of this analysis are presented in table 12 and included in appendix 12.

First of all, the assumptions for regression analysis are checked. The scatterplot in appendix 12 shows that the residuals do not follow a clear pattern, which indicates homoscedasticity. Furthermore, the residual statistics table confirms that the error terms are independent ( $m = 0$ ,  $SD = 1$ ).

Model 1, with only the control variables, has a significant exploratory power of .075 ( $p < .001$ ). Model 2, with the control variables and the independent variable, explains .217 of the variance and is highly significant ( $F$ -change(1,488) = 89.73,  $p < .001$ ). The  $F$ -ratio of model 2 is 11.71 ( $p < .001$ ). Model 2 thus significantly predicts more variance than model 1.

Model 3, which also includes the mediator variable, has an exploratory power of .288 ( $p < .001$ ) and significantly explains more variance than model 2 ( $F\text{-change}(1,487) = 49.72, p < .001$ ). The  $F$ -ratio of model 3 is 15.51 ( $p < .001$ ). Model 3 thus fits the data the best. All the VIF scores are below 10, thus indicating low levels of multicollinearity.

Model 3 shows negative relationships between both the dummy for a medium organization size ( $b = -.344, p < .05$ ) and the dummy for large organization size ( $b = -.577, p < .001$ ) on the one hand, and turnover intentions on the other hand. Furthermore, the dummy for male also has a negative relationship with turnover intentions ( $b = -.283, p < .05$ ). Moreover, the mediator variable organizational commitment has a significant negative effect on turnover intentions ( $b = -.528, p < .001$ ). This indicates a mediating relationship.

The fourth and final step is the analysis of the relationship between organizational identification and turnover intentions. The negative effect of organizational identification on turnover intentions increased upon the addition of the mediator variable in the model: from  $b = -.598 (p < .001)$  in model 2 to  $b = -.308 (p < .001)$  in model 3. This thus means that the relationship became weaker. However, organizational identification still has a significant negative effect on turnover intentions. Because of the significant direct effect, it can be concluded that there is a partly mediation of organizational commitment on the relationship between organizational identification and turnover intentions.

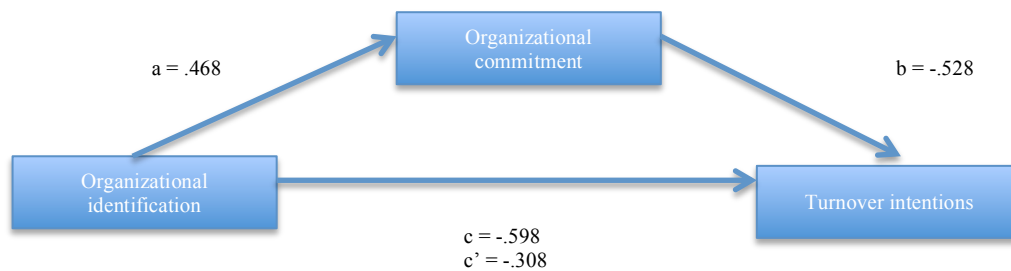
*Table 12: Results of the final step for the mediation analysis hypothesis 5*

| Turnover intentions           | M1     |      |     | M2     |      |     | M3    |      |     |       |
|-------------------------------|--------|------|-----|--------|------|-----|-------|------|-----|-------|
|                               | b      | s.e. |     | b      | s.e. |     | b     | s.e. | VIF |       |
| Age                           | -.190  | .099 | -   | -.152  | .091 | -   | -.163 | .087 | -   | 2.365 |
| Tenure                        | -.118  | .093 | -   | -.086  | .085 | -   | -.008 | .082 | -   | 2.130 |
| Org. size = medium            | -.095  | .189 | -   | -.264  | .175 | -   | -.344 | .167 | *   | 1.303 |
| Org. size = large             | -.203  | .150 | -   | -.515  | .142 | *** | -.577 | .135 | *** | 1.428 |
| Gender = male                 | -.385  | .151 | **  | -.390  | .139 | **  | -.283 | .133 | *   | 1.280 |
| Gender = other                | .490   | .597 | -   | -.280  | .555 | -   | -.634 | .531 | -   | 1.053 |
| Type of job = part-time       | -.078  | .159 | -   | -.024  | .147 | -   | -.024 | .140 | -   | 1.443 |
| Type of job = side-job        | .312   | .210 | -   | .178   | .194 | -   | .006  | .187 | -   | 1.755 |
| Organizational identification | -      | -    | -   | -.598  | .063 | *** | -.308 | .073 | *** | 1.674 |
| Organizational commitment     | -      | -    | -   | -      | -    | -   | -.528 | .075 | *** | 1.769 |
| Adjusted R <sup>2</sup>       | .075   |      | *** | .217   |      | *** | .288  |      | *** |       |
| F change                      | 4.408  |      | *** | 89.73  |      | *** | 49.72 |      | *** |       |
| Df                            | 12,489 |      | -   | 1,488  |      | -   | 1,487 |      | -   |       |
| F                             | 4.408  |      | *** | 11.709 |      | *** | 15.51 |      | *** |       |

\*  $p < .05$ ; \*\*  $p < .01$ ; \*\*\*  $p < .001$ .  $b$  = unstandardized regression coefficient;  $s.e.$  = standard error. Although not reported, function dummies are included in all models.

In order to verify this mediation effect, there is a robustness analysis, in the form of the Sobel test, conducted. This test also reveals that organizational commitment significantly mediates the negative relationship between organizational identification and turnover intentions ( $Z = -6.38, p < .001$ ). The mediating relationship is visually represented in figure 2.

Figure 2: Visual representation of the mediating relationship



It can be concluded that hypothesis 5 is partly supported. Organizational commitment mediates the negative relationship between organizational identification and turnover intentions. However, this is not a full mediation since the direct effect of organizational identification on turnover intentions remains significant.

#### 4.2.6. Hypothesis 6

Lastly, hypothesis 6 assumes that the mediation effect of organizational commitment in the relationship between organizational identification and turnover intentions will be less strong for temporary employees than for permanent employees. To test this hypothesis, the data file is split into permanent and temporary employees and the mediating relationship is tested again for both groups separately. The complete analysis is included in appendices 8 (step 1), 13 (step 2) and 14 (step 3). In order to keep the process clear for the readers, only the findings of the final models of every step in the mediation analysis are presented in tables 13 and 14.

First of all, the results for the permanent employees are discussed. The results for the permanent employees are summarized in table 13. The first step of the mediation (see column 1, table 13), namely testing the direct relationship between organizational identification and turnover intentions, has already been done when testing hypothesis 2. Organizational identification has a negative relationship with turnover intentions of permanent employees with a  $b$ -value of  $-.405$  that is highly significant ( $p < .001$ ). The second step of the mediation analysis is examining the relationship between organizational identification and

organizational commitment (see column 2, table 13). It appears that organizational identification and organizational commitment have a positive relationship for permanent employees with a  $b$ -value of .340 ( $p < .001$ ). The third step tests the effect of organizational commitment on turnover intentions while controlling for organizational identification (see column 3, table 13). Organizational commitment appears to have a significant negative relationship with turnover intentions for permanent employees while controlling for organizational identification ( $b = -.354, p = .001$ ). Lastly, after including the mediator into the model, the direct negative effect of organizational identification on turnover intentions increased from  $b = -.405$  ( $p < .001$ ) to  $b = -.264$  ( $p < .01$ ), and thus became weaker. Since the direct relationship remains significant, it can be concluded that when it comes to permanent employees, organizational commitment partially mediates the relationship between organizational identification and turnover intentions.

In order to verify if this mediating relationship is significant, the Sobel test is conducted. The results of this analysis ( $Z = -3.72, p < .001$ ) indicate that there is indeed a mediating effect of organizational commitment for permanent employees.

*Table 13: Results of mediation analysis hypothesis 6: permanent employees*

| Dependent variable:           | (1)                 |      |     | (2)                       |      |     | (3)                 |      |       |
|-------------------------------|---------------------|------|-----|---------------------------|------|-----|---------------------|------|-------|
|                               | Turnover intentions |      |     | Organizational commitment |      |     | Turnover intentions |      |       |
| Variables                     | b                   | s.e. |     | b                         | s.e. |     | b                   | s.e. | VIF   |
| Age                           | -.158               | .100 | -   | -.066                     | .052 | -   | -.185               | .098 | 1.931 |
| Tenure                        | -.092               | .087 | -   | .094                      | .045 | *   | -.053               | .086 | 1.853 |
| Org. size = medium            | -.096               | .213 | -   | -.197                     | .110 | -   | -.177               | .209 | 1.455 |
| Org. size = large             | -.350               | .172 | *   | -.264                     | .089 | **  | -.459               | .171 | 1.578 |
| Gender = male                 | -.291               | .166 | -   | .188                      | .086 | *   | -.213               | .164 | 1.390 |
| Gender = other                | .043                | .527 | -   | -.853                     | .273 | **  | -.310               | .524 | 1.120 |
| Type of job = part-time       | .085                | .169 | -   | -.021                     | .088 | -   | .076                | .166 | 1.457 |
| Type of job = side-job        | .269                | .297 | -   | -.313                     | .154 | *   | .140                | .292 | 1.363 |
| Organizational identification | -.405               | .078 | *** | .340                      | .041 | *** | -.264               | .085 | 1.428 |
| Organizational commitment     | -                   | -    | -   | -                         | -    | -   | -.354               | .093 | 1.518 |
| Adjusted R <sup>2</sup>       | .137                |      | *** | .313                      |      | *** | .175                |      | ***   |
| F change                      | 26.92               |      | *** | 70.52                     |      | *** | 14.43               |      | ***   |
| Df                            | 1,298               |      | -   | 1,298                     |      | -   | 1,297               |      | -     |
| F                             | 4.81                |      | *** | 11.89                     |      | *** | 5.70                |      | ***   |

\*  $p < .05$ ; \*\*  $p < .01$ ; \*\*\*  $p < .001$ .  $b$  = unstandardized regression coefficient;  $s.e.$  = standard error. Although not reported, function dummies are included in all models.

The same analysis has been conducted for temporary employees and the findings are summarized in table 14. As can be seen in step 1 in table 14, organizational identification has

a negative relationship with turnover intentions of temporary employees. The  $b$ -value is  $-.849$  and is highly significant ( $p < .001$ ). Step 2 reveals that organizational identification has a positive relationship with organizational commitment for temporary employees with a  $b$ -value of  $.610$  ( $p < .001$ ). The first two requirements for a mediation relationship are thus met. Furthermore, based on step 3 it is possible to conclude that the third requirement is also met. Organizational commitment namely has a significant negative relationship with turnover intentions for temporary employees while controlling for organizational identification ( $b = -.797$ ,  $p < .001$ ). Moreover, the direct negative effect of organizational identification increased drastically when including the mediator into the model: from  $b = -.849$  ( $p < .001$ ) to  $b = -.280$  ( $p < .05$ ). This effect thus became weaker but remains significant. This is why, also for temporary employees, organizational commitment partially mediates the direct relationship.

Furthermore, the mediating relationship for temporary employees is also verified with the Sobel test. Again, this test indicates that the mediating effect of organizational commitment is significant ( $Z = -5.31$ ,  $p < .001$ ).

*Table 14: Results of mediation analysis hypothesis 6: temporary employees*

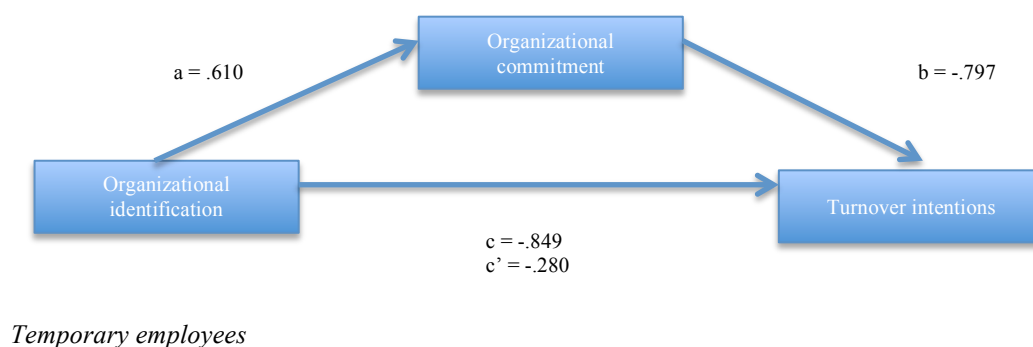
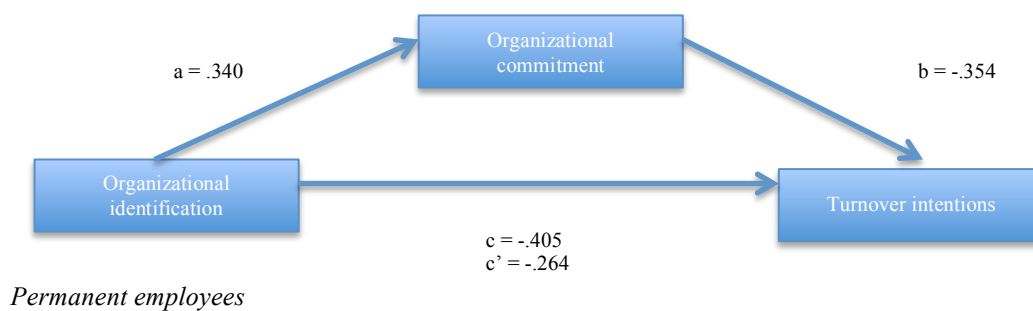
| Dependent variable:           | (1)                 |      |     | (2)                       |      |     | (3)                 |      |       |
|-------------------------------|---------------------|------|-----|---------------------------|------|-----|---------------------|------|-------|
|                               | Turnover intentions |      |     | Organizational commitment |      |     | Turnover intentions |      |       |
| Variables                     | b                   | s.e. |     | b                         | s.e. |     | b                   | s.e. | VIF   |
| Age                           | -.008               | .219 | -   | -.050                     | .094 | -   | -.054               | .202 | 1.228 |
| Tenure                        | 1.459               | .654 | *   | .377                      | .280 | -   | 1.812               | .604 | 1.073 |
| Org. size = medium            | -.482               | .304 | -   | -.119                     | .130 | -   | -.593               | .280 | 1.162 |
| Org. size = large             | -.714               | .250 | **  | .047                      | .107 | -   | -.670               | .229 | 1.236 |
| Gender = male                 | -.434               | .256 | -   | .106                      | .110 | -   | -.335               | .236 | 1.227 |
| Gender = other                | -                   | -    | -   | -                         | -    | -   | -                   | -    | -     |
| Type of job = part-time       | -.165               | .283 | -   | .030                      | .121 | -   | -.137               | .260 | 1.441 |
| Type of job = side-job        | -.070               | .307 | -   | -.193                     | .132 | -   | -.251               | .284 | 2.093 |
| Organizational identification | -.849               | .105 | *** | .610                      | .045 | *** | -.280               | .138 | 2.293 |
| Organizational commitment     | -                   | -    | -   | -                         | -    | -   | -.797               | .137 | 2.211 |
| Adjusted R <sup>2</sup>       | .257                |      | *** | .517                      |      | *** | .372                |      | ***   |
| F change                      | 64.76               |      | *** | 181.75                    |      | *** | 33.6                |      | ***   |
| Df                            | 1,177               |      | -   | 1,177                     |      | -   | 1,176               |      | -     |
| F                             | 6.44                |      | *** | 17.87                     |      | *** | 9.623               |      | ***   |

\*  $p < .05$ ; \*\*  $p < .01$ ; \*\*\*  $p < .001$ .  $b$  = unstandardized regression coefficient;  $s.e.$  = standard error. Although not reported, function dummies are included in all models.

Thus, based on these analyses, it is possible to conclude that for both permanent as well as temporary employees organizational commitment has a partially mediating effect on the relationship between organizational identification and turnover intentions. In order to find out

if organizational commitment indeed plays a lesser mediating role for temporary employees than for permanent employees, the *b*-values of both groups are compared. To make this as easy to compare as possible, figure 3 visually represents the mediating relationship for both groups.

Figure 3: Visual representation of mediating relationships for permanent and temporary employees



As can be concluded from this visual representation, the mediating relationship seems to be, contrary to our expectations, stronger for temporary employees than for permanent employees. The first stage of the mediation, relationship 'a', has a *b*-value of .340 ( $p < .001$ ) for permanent employees and a *b*-value of .610 ( $p < .001$ ) for temporary employees. This thus indicates that the relationship is stronger for temporary employees. In order to verify if this difference is significant, an additional analysis has been conducted. The full results of this analysis are included in appendix 15. A multiple regression analysis, with in the third model an additional interaction term of the standardized variable organizational identification and contract type and as outcome variable organizational commitment, was performed. This analysis found that the interaction term between organizational identification and contract

type on organizational commitment is significant ( $b = .227, p < .001$ ). To interpret the difference between permanent and temporary employees, an interaction plot is drafted (see appendix 15). This interaction plot confirms what the initial analysis also found: an increase in organizational identification leads for both permanent and temporary employees to an increase in organizational commitment. However, this increase, as indicated by the steeper slope for temporary employees, is stronger for temporary employees.

Furthermore, the difference between permanent and temporary employees in the second stage of the mediation, relationship 'b', is investigated more in depth. The initial analysis found that the  $b$ -value of permanent employees for this relationship is  $-.354 (p < .001)$  whereas the  $b$ -value of temporary employees is  $-.797 (p < .001)$ . This again indicates that the relationship is stronger for temporary employees than for permanent employees. An additional multiple hierarchical regression analysis for this relationship is also included in appendix 15. This additional analysis confirms that the interaction effect between organizational commitment and contract type on turnover intentions is significant ( $b = -.379, p < .05$ ). The interaction plot tells us that temporary employees have higher turnover intentions than permanent employees in situations of low organizational commitment. However, in situations of high organizational commitment, temporary employees have lower turnover intentions than permanent employees. In other words, the relationship between organizational commitment and turnover intentions is steeper and thus stronger for temporary employees.

This means that in both the first as well as the second stage of the mediation, organizational commitment plays a stronger mediating role for temporary employees than for permanent employees. The mediating relationship is thus, contrary to our expectations, stronger for temporary employees than for permanent employees. It can be concluded that hypothesis 6 is rejected.

## 5. Conclusion and discussion

This section starts with a recapitulation (5.1) and discussion (5.2) of the outcomes of this study. Next to that, the theoretical (5.3.1.) and practical contributions (5.3.2.) of this study are presented. Finally, the limitations of the study and directions for future research (5.4) are given.

### 5.1 Conclusion

The globalization of the current economy has led to an increasing need for flexibility in order to anticipate to the constantly changing market demands (Houseman, 2001; Kalleberg, 2012; Bidwell et al., 2013). This is causing a rise in the amount of temporary work arrangements in today's workforce (among others: Chen et al., 2011; Cooper et al., 2014). Despite the rise of temporary work agreements, the knowledge on antecedents of turnover intentions of temporary employees, and the differences between temporary and permanent employees in this context, is still limited (Flickinger et al, 2016). The aim of this study was to gain insight in how the type of contract an employee holds (temporary versus permanent) influences the relationship between workplace attachment and turnover intentions of employees by integrating insights from social identity theory (Tajfel & Turner, 1979) and social exchange theory (Blau, 1964). In order to achieve this aim, the following research question was formulated:

*“What is the effect of contract type (temporary versus permanent) on the mediating relationship between organizational identification, organizational commitment and turnover intentions?”*

To find an answer on this research question, various hypotheses were formulated based on SIT (Tajfel & Turner, 1979), SET (Blau, 1964) and the integration of both theories. These hypotheses were tested with regression analyses.

The first hypothesis assumed a negative relationship between organizational identification and turnover intentions. The regression analysis found support for this hypothesis. The second hypothesis was rejected. This hypothesis proposed that the negative relationship between organizational identification and turnover intentions is weaker for temporary employees than for permanent employees. In this study, evidence was found for an opposite effect: the negative relationship is stronger for temporary employees than for

permanent employees. The third hypothesis assumed a positive relationship between organizational identification and organizational commitment. This hypothesis has been supported. The fourth hypothesis predicted a negative relationship between organizational commitment and turnover intentions. Again, this hypothesis has been supported. The fifth hypothesis combined the third and fourth hypotheses; it namely proposed that organizational commitment mediates the negative relationship between organizational identification and turnover intentions. The data partially supported this hypothesis. Organizational commitment mediates the relationship but organizational identification still has a direct negative effect on turnover intentions. This means that organizational commitment partly mediates the relationship between organizational identification and turnover intentions. Finally, the sixth hypothesis assumed that contract type influences this mediating relationship: the mediation effect of organizational commitment in the relationship between organizational identification and turnover intentions will be less strong for temporary employees than for permanent employees. This hypothesis was rejected and evidence for the opposite has been found: the mediation effect of organizational commitment is stronger for temporary employees than for permanent employees.

The research question can now be answered. Contract type does have an effect on the mediating relationship in such a way that permanent contract type weakens the mediating relationship and temporary contract type strengthens the mediating relationship. In other words, the mediating relationship is stronger for temporary employees than for permanent employees.

## **5.2 Discussion**

To give more meaning to the result of this study, the results are linked to the theoretical framework developed in section 2. First of all, the finding that there is a negative relationship between organizational identification and turnover intentions is in line with previous (empirical) research on this relationship (among others: Van Dick et al., 2004; Riketta, 2005; Van Dick, 2016). This finding supports the idea that this relationship works via mechanisms based on SIT (Tajfel & Turner, 1979). Employees that highly identify with the organization do care about (the members of) the organization, which leads to a higher willingness to stay. Moreover, highly identified employees merge the self with the organization and do not want to leave the organization because leaving could lead to losing a part of the self. This thus leads to lower turnover intentions among employees that highly identify with the organization they work for.

Furthermore, the positive relationship between organizational identification and organizational commitment has also been previously found in the limited amount of earlier research on this relationship (e.g. Marique & Stinglhamber, 2011; Lee, Park, & Koo, 2015; Stinglhamber et al., 2015). According to SIT (Tajfel & Turner, 1979), employees with a high level of organizational identification are more willing to act in line with the values, norms and goals of the organization. Since high levels of organizational commitment are in the interest of the organization, these employees may conform to this standard. Moreover, employees that highly identify with the organization integrate attitudes from the in-group members, such as organizational commitment, in their self-concept. Organizational identification leads to building emotional ties with the organization. These emotional ties can lead to organizational commitment. The significant positive relationship between organizational identification and organizational commitment confirms the idea that the underlying mechanism of this relationship can be explained by SIT (Tajfel & Turner, 1979).

Moreover, the negative relationship between organizational commitment and turnover intentions has been widely studied by scholars. The empirical evidence for this relationship is overwhelming (among others: Meyer et al., 2002; Cooper-Hakim & Viswesvaran, 2005; Voigt & Hirst, 2015; Yalabik et al., 2017). In this study, this relationship is explained with the principals of SET (Blau, 1964). Committed employees have the feeling that they benefit from the employment relationship and want to continue this relationship. Remaining in the organization is a way to reciprocate to the organization. This leads to lower turnover intentions among committed employees. The significant negative relationship that was found in this study, confirms the underlying social exchange mechanism.

Above that, these two relationships have been combined in the hypothesis that organizational commitment mediates the relationship between organizational identification and turnover intentions. In this way, an integrative approach of the SIT (Tajfel & Turner, 1979) and SET (Blau, 1964) was used. This mediating relationship was namely substantiated by the integration of insights from both theories. The support that has been found in this study for a (partially) mediating relationship, confirms that this integrative approach is suitable. The empirical findings on this relationship in this study are in line with the few studies that previously investigated this relationship (Marique & Stinglhamber, 2011; Stinglhamber et al., 2015).

However, not all findings of this study are in line with the theoretical expectations. Based on SIT (Tajfel & Turner, 1979) it was hypothesized that the negative relationship

between organizational identification and turnover intentions would be weaker for temporary employees than for permanent employees. Moreover, based on SET (1964), it was hypothesized that the mediating relationship should also be weaker for temporary employees than for permanent employees. For both hypotheses, evidence for the opposite has been found: both relationships are stronger for temporary employees than for permanent employees. This means that an increase in organizational identification directly leads to a stronger reduction in turnover intentions for temporary employees compared to permanent employees. Above that, an increase in organizational identification also leads indirectly, via organizational commitment, to a stronger decrease in turnover intentions for temporary employees than for permanent employees.

An explanation of these unexpected findings can be that having a permanent contract automatically leads to low turnover intentions because this is a form of security. Permanent employees are not willing to leave the organization because of the security they derive from the permanent contract. In this way, having a permanent contract directly leads to lower turnover intentions and organizational identification, directly and indirectly via organizational commitment, is less important for permanent employees in reducing their turnover intentions. In line with this explanation, the data also showed that permanent employees have on average lower turnover intentions than temporary employees.

It can be concluded that both social identity mechanisms as well as social exchange mechanisms do not work in the expected direction for contract type. The integrative approach of SIT (Tajfel & Turner, 1979) and SET (Blau, 1964) seems to be applicable for explaining the relationships between organizational identification, organizational commitment and turnover intentions but not for explaining the effect of contract type on these relationships. Since both of the mechanisms did not find empirical support, it cannot be stated that one of the two theories explains the relationships better than the other. It seems that the traditional ideas of SIT (Tajfel & Turner, 1979) and SET (Blau, 1964) are not appropriate to clarify the effect of contract type on the relationships between organizational identification, organizational commitment and turnover intentions. Work and the nature of work are changing and the conventional understanding there is on temporary and permanent employees seems to be no longer valid. Novel and alternative frameworks are needed to make sense of the relationships between contract type on the one hand, and organizational identification, organizational commitment and turnover intentions on the other hand.

## **5.3 Contributions**

### **5.3.1. Theoretical contributions**

By gaining more insight in how contract type influences the relationship between organizational identification, organizational commitment and turnover intentions by integrating insights from SIT (Tajfel & Turner, 1979) and SET (Blau, 1964), this study makes three valuable theoretical contributions.

Firstly, while previous studies mostly examined organizational identification and organizational commitment in isolation of each other, this study investigated both types of employee-employer relationships and how these are related with each other. By unifying the organizational identification and the organizational commitment field, this study contributes to both fields of study. Insights from both the SIT (Tajfel & Turner, 1979) and SET (Blau, 1964) have been integrated in order to develop a more cohesive understanding of the employee-employer relationship (Van Knippenberg et al., 2007). This study shows that turnover intentions of employees can best be explained by social identity mechanisms as well as social exchange mechanisms. More specifically, the relationships between organizational identification on the one hand, and organizational commitment and turnover intentions on the other hand, can best be explained with SIT (Tajfel & Turner, 1979). The relationship between organizational commitment and turnover intentions can best be described with SET (Blau, 1964). This has led to a mediating relationship that can best be clarified by integrated insights from both perspectives. By finding empirical support for this mediating relationship, this study proves that organizational identification and organizational commitment are both needed to explain employee-employer relationships, and that an integrative approach of both theories best serves the explanations of these relationships. However, it is important to note that this is not the case when contract type is being incorporated in the model. It appears that SIT (Tajfel & Turner, 1979) and SET (Blau, 1964) are not the right theories to explain the influence of contract type on these relationships since the findings of this study are contrary to what these theories predict. Novel theories and alternative frameworks need to be developed in order to gain more insight in how contract type influences these relationships in today's workplace.

Secondly, this study sheds new light on the importance of organizational commitment for temporary employees. By doing so, the study contributes to the literature on commitment in temporary work settings. The insights on organizational commitment of temporary employees are still limited (Van Rossenberg et al., 2018). In previous research, it is generally

assumed that organizational commitment is less important for temporary employees and that other types of workplace commitments, such as occupational commitment, are more important to them (Cooper et al., 2014). However, this study found evidence for the prominence of organizational commitment for temporary employees. Organizational commitment appears to be an important link in the relationship between organizational identification and turnover intentions for temporary employees. When temporary employees show high levels of organizational commitment, they are more inclined to stay a member in the organization. Organizational commitment thus plays a significant role for temporary employees in reducing their turnover intentions. This new understanding of organizational commitment in temporary work can be an interesting direction for further research and a starting point for the development of novel theories on this matter.

Thirdly, this study extends the previous knowledge on turnover intentions in temporary work. There is a call for more research on antecedents of turnover intentions in temporary work and the differences between permanent and employees in this context because current insights are limited (Flickinger et al., 2016). Since turnover intentions among temporary employees come with great costs and temporary employees are more often employed in core functions of the organization, more insight on this matter is of critical importance (Gallagher & Parks, 2001; Kacmar et al., 2006). In this regard, this study provides evidence that organizational identification and organizational commitment have a different role as antecedent of turnover intentions for temporary employees than for permanent employees. This study shows that turnover intentions can be better remedied by organizational identification and via organizational commitment for temporary employees than for permanent employees. These results give a better understanding on the antecedents of turnover intentions in temporary and permanent work.

### **5.3.2. Practical contributions**

This research also makes valuable contributions to the management practice. This study shows that there are differences in the attitudes and behaviors of permanent and temporary employees. More precisely, organizational identification and organizational commitment are more important in determining turnover intentions of temporary employees than of permanent employees. Organizations can use these new insights for managing their temporary and permanent employees. The findings of this study are especially important for managers because, as explained previously, reducing turnover intentions among employees is a critical success factor for organizations (Flickinger et al., 2016).

When an organization attempts to reduce the turnover intentions of its employees, it is more effective to invest in creating high levels of organizational identification and organizational commitment among temporary employees than among permanent employees. In other words, it is better to use different strategies for reducing turnover intentions of both types of employees.

Previous research shows that organizations invest less in temporary employees and are less willing to create a commitment bond with this type of employee (Cooper et al., 2014). This is a critical shortcoming because, according to the findings of this study, this commitment bond drastically reduces the turnover intentions of temporary employees. Thus, in order to lower turnover intentions, organizations should provide temporary employees with training, development, promotion opportunities and other factors that might increase their organizational commitment.

On the other hand, previous research shows that high levels of job satisfaction and leader-member exchange strongly reduce the turnover intentions of permanent employees (Flickinger et al., 2016). Thus, it might be better for organizations to focus on these factors for permanent employees in order to reduce their turnover intentions instead of on their organizational identification and organizational commitment.

#### **5.4 Limitations and directions for future research**

Although this study makes valuable theoretical and practical contributions, it is important to note that this study also has some limitations. First of all, as already mentioned in section 3, this study made use of a cross-sectional research design. Since a cross-sectional study only measures the variables at one point in time, it is difficult to draw conclusions about causality (Field, 2013). In order to find causality, a longitudinal research design, that measures the variables on multiple points in time, is needed (Field, 2013). It was not possible to use this type of research design for this study because of the limited time and amount of resources. However, in order to find out if the relationships that this study has found are causal in nature, future research could replicate this study while using a longitudinal research design.

A second limitation of this study is the generalizability of the findings. First of all, the results are only generalizable to Dutch employees because all the respondents are from the Netherlands. As was concluded in section 3 of this study, the sample is also not a one-on-one representation of this Dutch workforce. Especially women and highly educated people are overrepresented in the sample. This is probably because of the sampling procedure that is followed to gather data. The researchers reached out to their own network in order to collect

data. Most of the researchers are women and all of the researchers are highly educated. This can explain the overrepresentation of these groups in the sample. This bias in the sample makes it difficult to generalize the findings to the Dutch workforce. Future research could overcome this problem by making use of a non-biased sample procedure, targeting a large number of respondents and conducting the research in other countries than the Netherlands.

A third limitation of this study is the violation of the assumptions of linearity and normality in the regression models with turnover intentions as dependent variable. Although the slight pile-up to the left in the normal distribution can be explained and the inclusion of non-significant polynomials in the regression models indicates linearity, it is important to take these violations into account. These violations namely imply that the regression analysis is not applicable for testing the hypotheses. Moreover, when the regression analysis is applied while these assumptions are violated, the results of the regression analysis might be biased (Field, 2013). Thus, there is a minor possibility that the findings of this study are influenced by the violation of these assumptions. The unexpected results related to contract type could be caused by this violation. It is therefore very important to interpret the findings of this study with caution. Future research could overcome these problems by making use of more sophisticated and advanced analysis techniques that were beyond the scope of this study.

Finally, this study only measured two out of many antecedent factors of turnover intentions. Previous research by Flickinger et al. (2016) already investigated the effect of job satisfaction and leader-member exchange in this context, but there are more interesting antecedent factors of turnover intentions. For example, future research can take characteristics of the work environment such as stress, autonomy, and in-role conflict into account as precursors of turnover intentions for temporary employees (Griffeth, Hom, & Gaertner, 2000). Furthermore, future research can make use of qualitative research methods in order to gain a more in-depth understanding of the underlying mechanisms of turnover intentions of permanent and temporary employees.

To conclude, this study attempted to gain new insights in how contract type influences the relationship between workplace attachment and turnover intentions. It did so by integrating insights from SIT (Tajfel & Turner, 1979) and SET (Blau, 1964). This study might serve as an inspiration and starting point for further development of novel theories and alternative frameworks in order to explain the influence of contract type on workplace attachment and turnover intentions.

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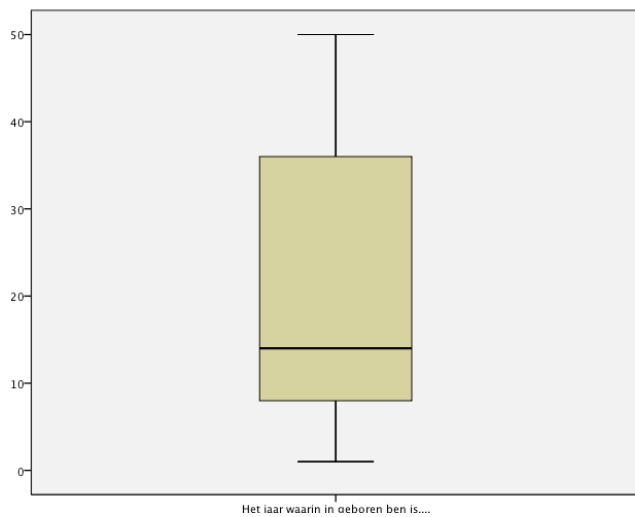
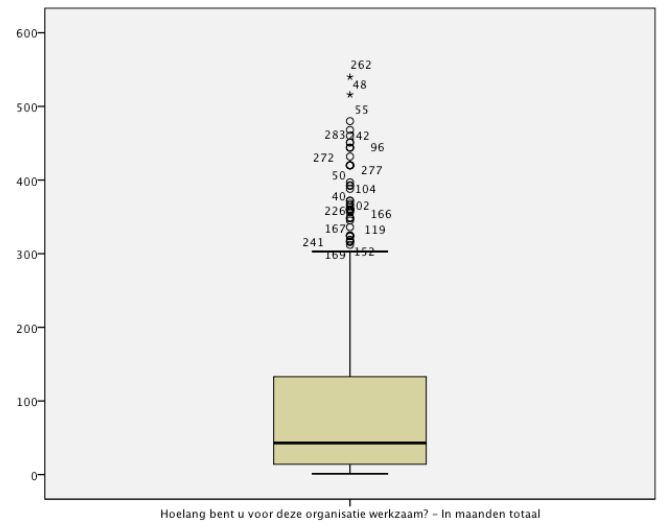
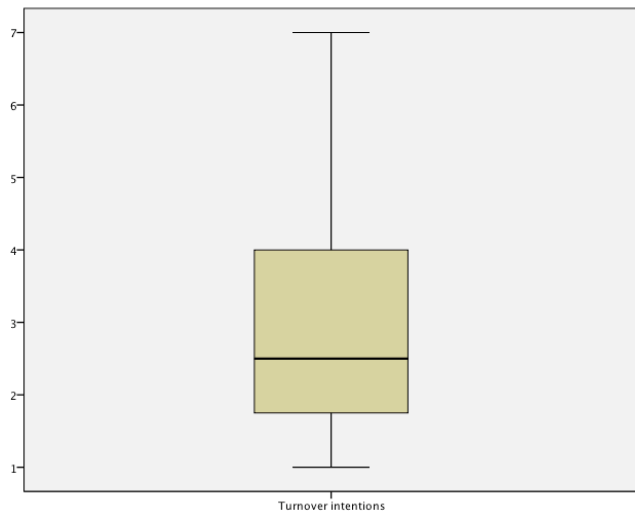
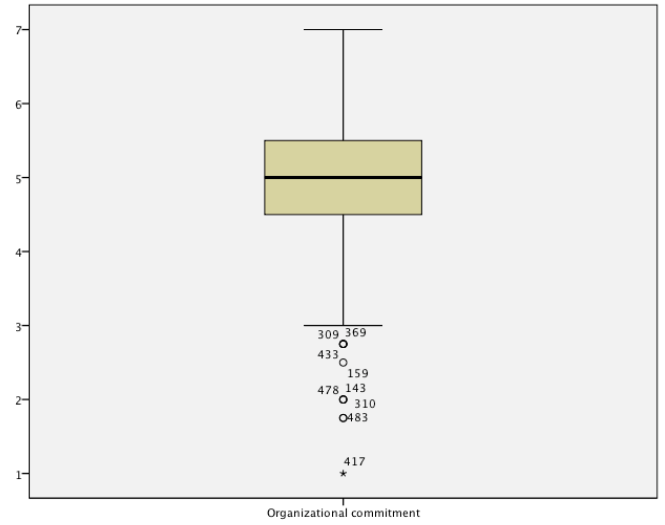
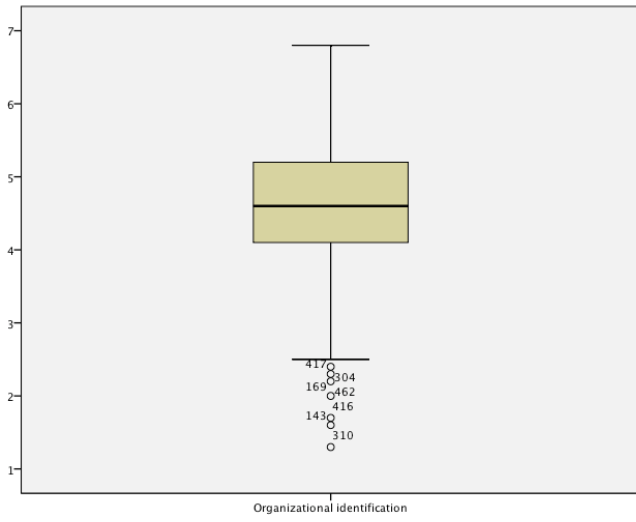
## Appendix 1: Operationalization

| Concept  | Items (in English)   | Items (in Dutch)   |
|--|--|--|
| Turnover intentions permanent employees (Hom et al., 1984) | I often think about stop working for this organization.                                      | Ik denk er vaak aan om te stoppen met werken voor deze organisatie.  |
|  | I am searching for a new job.  | Ik ben opzoek naar een andere baan.  |
|  | I intend to leave this organization.   | Ik ben van plan deze organisatie te verlaten.  |
|  | If it were up to me, I would like to stay with the organization for a long-term. (r)         | Als het alleen aan mij zou liggen, dan zou ik graag nog lang bij deze organisatie willen blijven werken. (r)   |
| Turnover intentions temporary employees (Hom et al., 1984) | Regardless of my temporary contract, I often think about stop working for this organization. | Onafhankelijk van mijn tijdelijke contract denk ik er vaak aan om te stoppen met werken voor deze organisatie. |
|  | Regardless of my temporary contract, I am searching for a new job.                           | Onafhankelijk van mijn tijdelijke contract, ben ik opzoek naar een andere baan.                                |
|  | Regardless of my temporary contract, I intend to leave this organization.                    | Onafhankelijk van mijn tijdelijke contract, ben ik van plan deze organisatie te verlaten.                      |
|  | If it were up to me, I would like to stay with the organization for a long-term. (r)         | Als het alleen aan mij zou liggen, dan zou ik graag nog lang bij deze organisatie willen blijven werken. (r)   |
| Organizational identification (Mael & Tetrick, 1992)       | When someone criticizes this organization, it feels like a personal insult. (SE)             | Als iemand kritiek heeft op de organisatie waarvoor ik werk voelt dat als een persoonlijke belediging          |
|  | I am very interested in what others think about this organization. (SE)                      | Ik ben erg geïnteresseerd in wat anderen van deze organisatie vinden.  |
|  | When I talk about this organization, I usually say “we” rather than “they.” (SE)             | Als ik het heb over deze organisatie, zeg ik meestal "wij" in plaats van "zij".                                |
|  | This organization’s successes are my successes. (SE)   | De successen van deze organisatie zijn mijn successen.   |
|  | When someone praises this organization, it feels like a personal compliment. (SE)            | Wanneer iemand deze organisatie prijst, voelt het als een persoonlijk compliment.                              |
|  | I act like the rest of the people in my organization to a great extent. (SE)                 | Ik gedraag me net als de rest van de mensen in mijn organisatie.   |

*Operationalization continued*

|  |   |  |
|--|---|--|
| Organizational identification (Mael & Tetrick, 1992) | If a story in the media criticized the organization, I would feel embarrassed. (SC)   | Ik zou mij schamen als er in de media een verhaal zou verschijnen dat kritiek uit op de organisatie.   |
|  | I don't act like a typical member of this organization. (r) (SC)  | Ik gedraag me niet als een typisch lid van deze organisatie. (r)   |
|  | I have a number of qualities typical of the people in this organization. (SC)   | Ik heb een aantal eigenschappen die typerend zijn voor de mensen die in deze organisatie werken.   |
|  | The limitations associated with people in this organization apply to me also. (SC)  | De beperkingen die verbonden zijn aan mensen in deze organisatie zijn ook op mij van toepassing.   |
| Organizational commitment (Klein et al., 2014)       | How committed are you to your organization?   | In hoeverre voelt u zich verantwoordelijk voor uw organisatie?   |
|  | To what extent do you care about your organization?   | In hoeverre hecht u belang aan uw organisatie?   |
|  | How dedicated are you to your organization?   | In hoeverre voelt u toewijding naar uw organisatie?  |
|  | To what extent have you chosen to be committed to your organization?  | In hoeverre heeft u ervoor gekozen zich te verbinden met uw organisatie?   |
| Contract type  | I have a temporary/permanent contract   | Ik heb een tijdelijk/permanent contract.   |
|  | What is most representative of your work arrangement? (I work directly for my employer/I work for my employer through a job agency/My employer is a client) | Wat representeert uw werk overeenkomst het best? (Ik werk direct voor mijn werkgever/Ik werk voor mijn werkgever via een uitzendbureau/Mijn werkgever is een client) |
| Age  | How old are you?  | Hoe oud bent u?  |
| Tenure with the organization                         | What is your tenure in your organization?   | Hoelang werkt u al voor uw organisatie?  |
| Gender   | What gender do you have?  | Wat is uw geslacht?  |
| Position in the organization                         | Which position do you hold in your organization?  | Welke positie bekleedt u in uw organisatie?  |
| Type of job  | What is most representative of your work situation (I work full-time/I work part-time/My job is a side-job)   | Wat representeert uw werksituatie het best? (Ik werk full-time/Ik werk part-time/Mijn baan is een bijbaan)   |
| Organization size                                    | How many employees do your organization have?   | Hoeveel medewerkers heeft uw organisatie?  |

## Appendix 2: Boxplots



# Appendix 3: Factor and reliability analyses organizational identification

**KMO and Bartlett's Test**

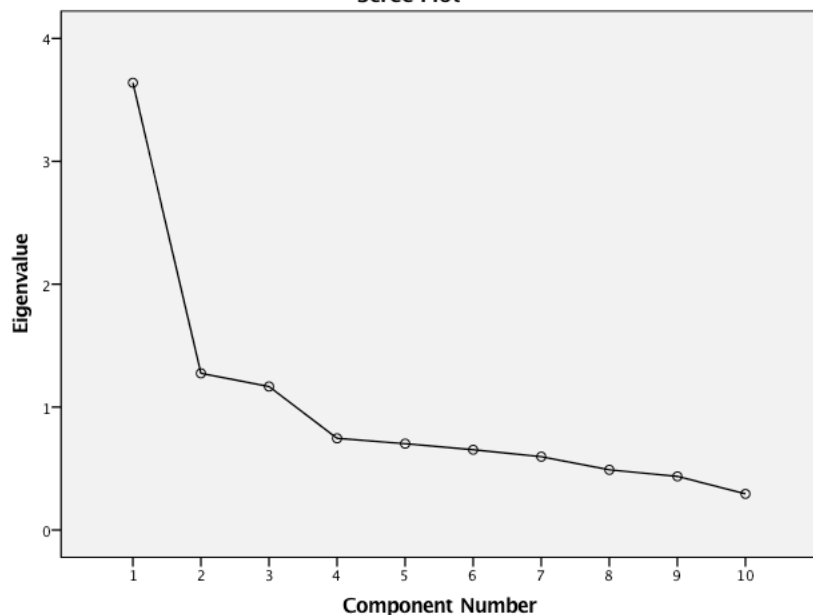
|  |                    |          |
|--|--------------------|----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. |                    | ,827     |
| Bartlett's Test of Sphericity                    | Approx. Chi-Square | 1325,135 |
|  | df                 | 45       |
|  | Sig.               | ,000     |

**Communalities**

|   | Initial | Extraction |
|---|---------|------------|
| 1. Als iemand kritiek heeft op de organisatie waarvoor ik werk voelt dat als een persoonlijke belediging. | 1,000   | ,534       |
| 2. Ik ben erg geïnteresseerd in wat anderen van deze organisatie vinden.                                  | 1,000   | ,482       |
| 3. Als ik het heb over deze organisatie, zeg ik meestal "wij" in plaats van "zij".                        | 1,000   | ,534       |
| 4. De successen van deze organisatie zijn mijn successen.   | 1,000   | ,649       |
| 5. Wanneer iemand deze organisatie prijst, voelt het als een persoonlijk compliment.                      | 1,000   | ,686       |
| 6. Ik gedraag me net als de rest van de mensen in mijn organisatie.                                       | 1,000   | ,492       |
| 7. Ik zou mij schamen als er in de media een verhaal zou verschijnen dat kritiek uit op de organisatie.   | 1,000   | ,508       |
| 8. Ik gedraag me als een typisch lid van deze organisatie.  | 1,000   | ,737       |
| 9. Ik heb een aantal eigenschappen die typerend zijn voor de mensen die in deze organisatie werken.       | 1,000   | ,665       |
| 10. De beperkingen die verbonden zijn aan mensen in deze organisatie zijn ook op mij van toepassing.      | 1,000   | ,796       |

Extraction Method: Principal Component Analysis.

**Scree Plot**



**Total Variance Explained**

| Component | Initial Eigenvalues |               |              | Extraction Sums of Squared Loadings |               |              | Rotation Sums of Squared Loadings |               |              |
|-----------|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|-----------------------------------|---------------|--------------|
|           | Total               | % of Variance | Cumulative % | Total                               | % of Variance | Cumulative % | Total                             | % of Variance | Cumulative % |
| 1         | 3,640               | 36,397        | 36,397       | 3,640                               | 36,397        | 36,397       | 3,309                             | 33,087        | 33,087       |
| 2         | 1,275               | 12,750        | 49,147       | 1,275                               | 12,750        | 49,147       | 1,426                             | 14,257        | 47,344       |
| 3         | 1,167               | 11,675        | 60,822       | 1,167                               | 11,675        | 60,822       | 1,348                             | 13,478        | 60,822       |
| 4         | ,746                | 7,458         | 68,281       |                                     |               |              |                                   |               |              |
| 5         | ,702                | 7,023         | 75,304       |                                     |               |              |                                   |               |              |
| 6         | ,653                | 6,530         | 81,834       |                                     |               |              |                                   |               |              |
| 7         | ,597                | 5,968         | 87,801       |                                     |               |              |                                   |               |              |
| 8         | ,490                | 4,895         | 92,697       |                                     |               |              |                                   |               |              |
| 9         | ,436                | 4,363         | 97,060       |                                     |               |              |                                   |               |              |
| 10        | ,294                | 2,940         | 100,000      |                                     |               |              |                                   |               |              |

Extraction Method: Principal Component Analysis.

**Rotated Component Matrix<sup>a</sup>**

|   | Component |       |       |
|---|-----------|-------|-------|
|   | 1         | 2     | 3     |
| 5. Wanneer iemand deze organisatie prijst, voelt het als een persoonlijk compliment.                      | ,799      | ,183  | ,117  |
| 4. De successen van deze organisatie zijn mijn successen.   | ,795      | ,109  | ,069  |
| 3. Als ik het heb over deze organisatie, zeg ik meestal "wij" in plaats van "zij".                        | ,728      | ,049  | -,040 |
| 1. Als iemand kritiek heeft op de organisatie waarvoor ik werk voelt dat als een persoonlijke belediging. | ,709      | ,150  | ,093  |
| 2. Ik ben erg geïnteresseerd in wat anderen van deze organisatie vinden.                                  | ,682      | -,121 | ,050  |
| 7. Ik zou mij schamen als er in de media een verhaal zou verschijnen dat kritiek uit op de organisatie.   | ,658      | ,248  | ,118  |
| 8. Ik gedraag me als een typisch lid van deze organisatie.  | -,021     | ,856  | -,061 |
| 6. Ik gedraag me net als de rest van de mensen in mijn organisatie.                                       | ,252      | ,641  | ,135  |
| 10. De beperkingen die verbonden zijn aan mensen in deze organisatie zijn ook op mij van toepassing.      | -,009     | -,148 | ,880  |
| 9. Ik heb een aantal eigenschappen die typerend zijn voor de mensen die in deze organisatie werken.       | ,211      | ,337  | ,712  |

Extraction Method: Principal Component Analysis.  
Rotation Method: Varimax with Kaiser

**Component Transformation Matrix**

| Component | 1     | 2     | 3    |
|-----------|-------|-------|------|
| 1         | ,928  | ,302  | ,220 |
| 2         | -,358 | ,554  | ,751 |
| 3         | ,105  | -,776 | ,622 |

Extraction Method: Principal Component Analysis.  
Rotation Method: Varimax with Kaiser Normalization.

### Reliability Statistics

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|------------------|--|------------|
| ,775             | ,774   | 10         |

### Item-Total Statistics

|   | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Squared Multiple Correlation | Cronbach's Alpha if Item Deleted |
|---|----------------------------|--------------------------------|----------------------------------|------------------------------|----------------------------------|
| 1. Als iemand kritiek heeft op de organisatie waarvoor ik werk voelt dat als een persoonlijke belediging. | 41,57                      | 53,403                         | ,576                             | ,398                         | ,737                             |
| 2. Ik ben erg geïnteresseerd in wat anderen van deze organisatie vinden.                                  | 40,62                      | 58,053                         | ,439                             | ,276                         | ,757                             |
| 3. Als ik het heb over deze organisatie, zeg ik meestal "wij" in plaats van "zij".                        | 40,10                      | 55,404                         | ,514                             | ,371                         | ,747                             |
| 4. De successen van deze organisatie zijn mijn successen.   | 41,03                      | 53,197                         | ,626                             | ,544                         | ,731                             |
| 5. Wanneer iemand deze organisatie prijst, voelt het als een persoonlijk compliment.                      | 40,87                      | 53,100                         | ,680                             | ,572                         | ,725                             |
| 6. Ik gedraag me net als de rest van de mensen in mijn organisatie.                                       | 41,03                      | 58,337                         | ,370                             | ,177                         | ,765                             |
| 7. Ik zou mij schamen als er in de media een verhaal zou verschijnen dat kritiek uit op de organisatie.   | 40,87                      | 53,217                         | ,570                             | ,373                         | ,738                             |
| 8. Ik gedraag me als een typisch lid van deze organisatie.  | 41,30                      | 62,545                         | ,169                             | ,131                         | ,791                             |
| 9. Ik heb een aantal eigenschappen die typerend zijn voor de mensen die in deze organisatie werken.       | 40,86                      | 58,318                         | ,401                             | ,255                         | ,761                             |
| 10. De beperkingen die verbonden zijn aan mensen in deze organisatie zijn ook op mij van toepassing.      | 41,76                      | 64,451                         | ,106                             | ,138                         | ,796                             |

## Appendix 4: Factor and reliability analyses organizational commitment

KMO and Bartlett's Test

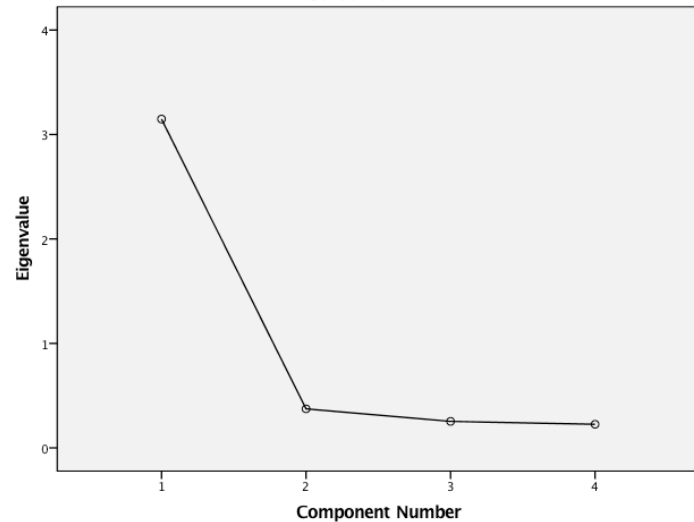
|  |                    |          |
|--|--------------------|----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. |                    | ,850     |
| Bartlett's Test of Sphericity                    | Approx. Chi-Square | 1347,080 |
|  | df                 | 6        |
|  | Sig.               | ,000     |

Communalities

|  | Initial | Extraction |
|--|---------|------------|
| In hoeverre bent u het eens met de volgende stellingen over werken bij deze organisatie? - 1. In hoeverre voelt u zich verantwoordelijk voor deze organisatie? | 1,000   | ,711       |
| In hoeverre bent u het eens met de volgende stellingen over werken bij deze organisatie? - 2. In hoeverre hecht u belang aan deze organisatie?                 | 1,000   | ,806       |
| In hoeverre bent u het eens met de volgende stellingen over werken bij deze organisatie? - 3. In hoeverre heeft u toewijding naar uw organisatie?              | 1,000   | ,818       |
| In hoeverre bent u het eens met de volgende stellingen over werken bij deze organisatie? - 4. In hoeverre voelt u zich verbonden met uw organisatie?           | 1,000   | ,812       |

Extraction Method: Principal Component Analysis.

Scree Plot



Total Variance Explained

| Component | Initial Eigenvalues |               |              | Extraction Sums of Squared Loadings |               |              |
|-----------|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|
|           | Total               | % of Variance | Cumulative % | Total                               | % of Variance | Cumulative % |
| 1         | 3,148               | 78,689        | 78,689       | 3,148                               | 78,689        | 78,689       |
| 2         | ,374                | 9,339         | 88,029       |                                     |               |              |
| 3         | ,253                | 6,336         | 94,364       |                                     |               |              |
| 4         | ,225                | 5,636         | 100,000      |                                     |               |              |

Extraction Method: Principal Component Analysis.

**Component Matrix<sup>a</sup>**

|  | Component<br>1 |
|--|----------------|
| In hoeverre bent u het eens met de volgende stellingen over werken bij deze organisatie? - 3. In hoeverre heeft u toewijding naar uw organisatie?              | ,905           |
| In hoeverre bent u het eens met de volgende stellingen over werken bij deze organisatie? - 4. In hoeverre voelt u zich verbonden met uw organisatie?           | ,901           |
| In hoeverre bent u het eens met de volgende stellingen over werken bij deze organisatie? - 2. In hoeverre hecht u belang aan deze organisatie?                 | ,898           |
| In hoeverre bent u het eens met de volgende stellingen over werken bij deze organisatie? - 1. In hoeverre voelt u zich verantwoordelijk voor deze organisatie? | ,843           |

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

**Reliability Statistics**

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|------------------|--|------------|
| ,906             | ,909   | 4          |

**Item - Total Statistics**

|  | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Squared Multiple Correlation | Cronbach's Alpha if Item Deleted |
|--|----------------------------|--------------------------------|----------------------------------|------------------------------|----------------------------------|
| In hoeverre bent u het eens met de volgende stellingen over werken bij deze organisatie? - 1. In hoeverre voelt u zich verantwoordelijk voor deze organisatie? | 15,07                      | 6,523                          | ,731                             | ,534                         | ,903                             |
| In hoeverre bent u het eens met de volgende stellingen over werken bij deze organisatie? - 2. In hoeverre hecht u belang aan deze organisatie?                 | 14,88                      | 6,981                          | ,809                             | ,663                         | ,872                             |
| In hoeverre bent u het eens met de volgende stellingen over werken bij deze organisatie? - 3. In hoeverre heeft u toewijding naar uw organisatie?              | 14,74                      | 7,021                          | ,820                             | ,685                         | ,869                             |
| In hoeverre bent u het eens met de volgende stellingen over werken bij deze organisatie? - 4. In hoeverre voelt u zich verbonden met uw organisatie?           | 14,90                      | 6,487                          | ,812                             | ,676                         | ,869                             |

## Appendix 5: Factor and reliability analyses turnover intentions

**KMO and Bartlett's Test**

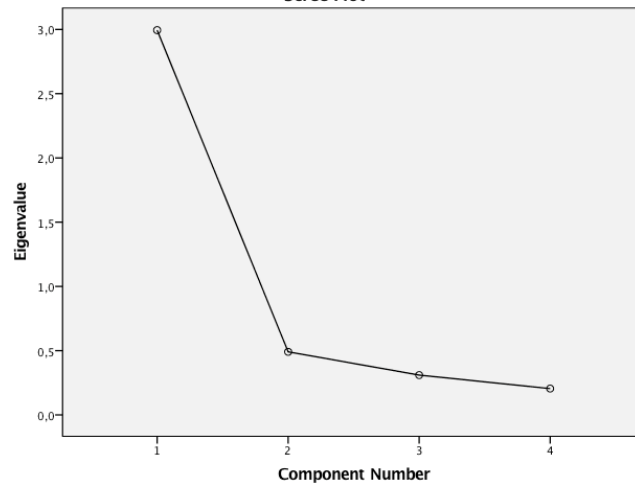
|  |                    |          |
|--|--------------------|----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. |                    | ,813     |
| Bartlett's Test of Sphericity                    | Approx. Chi-Square | 1183,470 |
|  | df                 | 6        |
|  | Sig.               | ,000     |

**Communalities**

|   | Initial | Extraction |
|---|---------|------------|
| Turnover permanent en temporary1                                    | 1,000   | ,778       |
| Turnover permanent en temporary2                                    | 1,000   | ,710       |
| Turnover permanent en temporary3                                    | 1,000   | ,854       |
| Turnover permanent en temporary_totaal - niet willen blijven werken | 1,000   | ,653       |

Extraction Method: Principal Component Analysis.

**Scree Plot**



**Total Variance Explained**

| Component | Initial Eigenvalues |               |              | Extraction Sums of Squared Loadings |               |              |
|-----------|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|
|           | Total               | % of Variance | Cumulative % | Total                               | % of Variance | Cumulative % |
| 1         | 2,994               | 74,861        | 74,861       | 2,994                               | 74,861        | 74,861       |
| 2         | ,491                | 12,275        | 87,136       |                                     |               |              |
| 3         | ,310                | 7,748         | 94,884       |                                     |               |              |
| 4         | ,205                | 5,116         | 100,000      |                                     |               |              |

Extraction Method: Principal Component Analysis.

**Component Matrix<sup>a</sup>**

|   | Component |
|---|-----------|
|   | 1         |
| Turnover permanent en temporary3                                    | ,924      |
| Turnover permanent en temporary1                                    | ,882      |
| Turnover permanent en temporary2                                    | ,842      |
| Turnover permanent en temporary_totaal - niet willen blijven werken | ,808      |

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

**Reliability Statistics**

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|------------------|--|------------|
| ,888             | ,887   | 4          |

**Item-Total Statistics**

|   | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Squared Multiple Correlation | Cronbach's Alpha if Item Deleted |
|---|----------------------------|--------------------------------|----------------------------------|------------------------------|----------------------------------|
| Turnover permanent en temporary2                                    | 8,88                       | 21,422                         | ,719                             | ,561                         | ,869                             |
| Turnover permanent en temporary1                                    | 8,73                       | 20,715                         | ,779                             | ,620                         | ,846                             |
| Turnover permanent en temporary3                                    | 8,66                       | 19,071                         | ,849                             | ,721                         | ,817                             |
| Turnover permanent en temporary_totaal - niet willen blijven werken | 8,38                       | 22,200                         | ,673                             | ,497                         | ,885                             |

# Appendix 6: Regression analysis hypothesis 1

Model Summary<sup>c</sup>

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          |     |     |               | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|---------------|
|       |                   |          |                   |                            | R Square Change   | F Change | df1 | df2 | Sig. F Change |               |
| 1     | ,312 <sup>a</sup> | ,098     | ,075              | 1,437                      | ,098              | 4,408    | 12  | 489 | ,000          |               |
| 2     | ,488 <sup>b</sup> | ,238     | ,217              | 1,322                      | ,140              | 89,726   | 1   | 488 | ,000          | 1,874         |

a. Predictors: (Constant), Zscore: Age, other\_sex, Technischpersoneel, Administratiefpersoneel, Medium\_Orgsize, Topmanager, male, Part-time, Professioneel, Large\_Orgsize, Side-job, Zscore: Tenure

b. Predictors: (Constant), Zscore: Age, other\_sex, Technischpersoneel, Administratiefpersoneel, Medium\_Orgsize, Topmanager, male, Part-time, Professioneel, Large\_Orgsize, Side-job, Zscore: Tenure, Zscore: Organizational identification

c. Dependent Variable: Turnover intentions

ANOVA<sup>a</sup>

| Model |            | Sum of Squares | df  | Mean Square | F      | Sig.              |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1     | Regression | 109,208        | 12  | 9,101       | 4,408  | ,000 <sup>b</sup> |
|       | Residual   | 1009,683       | 489 | 2,065       |        |                   |
|       | Total      | 1118,891       | 501 |             |        |                   |
| 2     | Regression | 266,021        | 13  | 20,463      | 11,709 | ,000 <sup>c</sup> |
|       | Residual   | 852,870        | 488 | 1,748       |        |                   |
|       | Total      | 1118,891       | 501 |             |        |                   |

a. Dependent Variable: Turnover intentions

b. Predictors: (Constant), Zscore: Age, other\_sex, Technischpersoneel, Administratiefpersoneel, Medium\_Orgsize, Topmanager, male, Part-time, Professioneel, Large\_Orgsize, Side-job, Zscore: Tenure

c. Predictors: (Constant), Zscore: Age, other\_sex, Technischpersoneel, Administratiefpersoneel, Medium\_Orgsize, Topmanager, male, Part-time, Professioneel, Large\_Orgsize, Side-job, Zscore: Tenure, Zscore: Organizational identification

Coefficients<sup>a</sup>

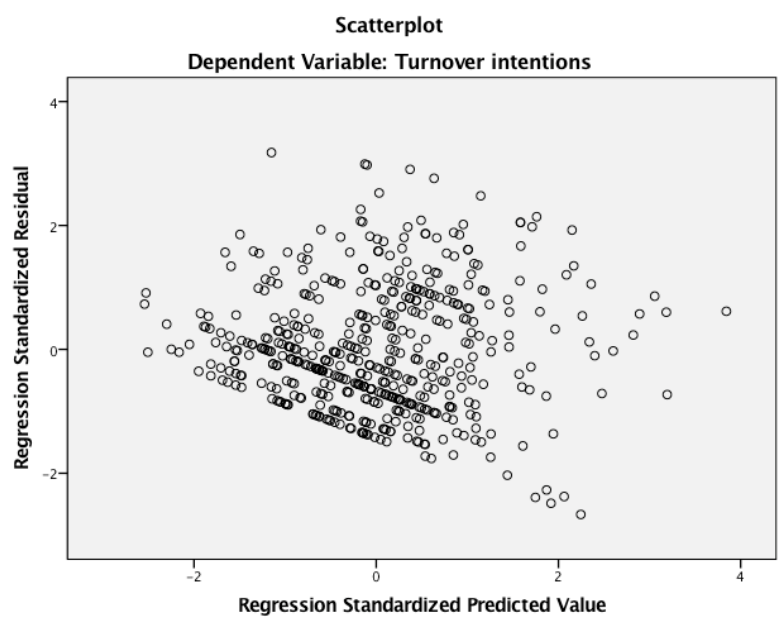
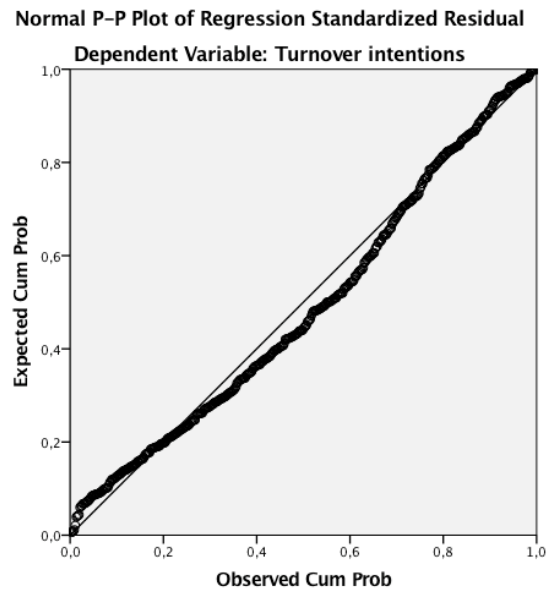
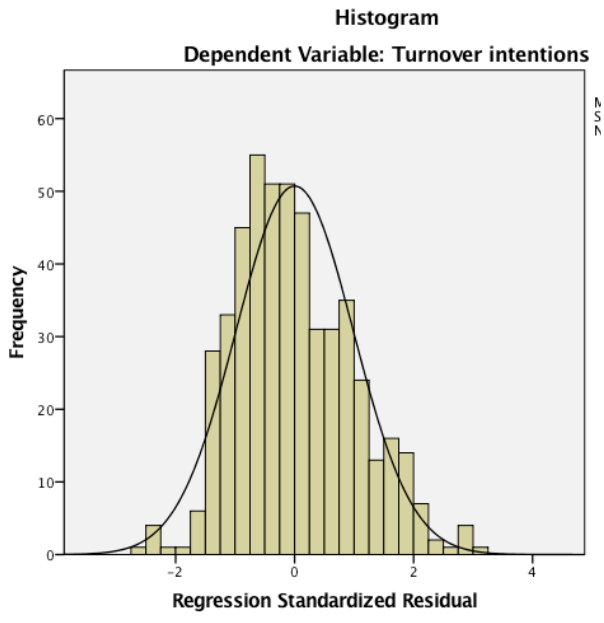
| Model                                 |                         | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig.   | 95,0% Confidence Interval for B |             | Correlations |         |       | Collinearity Statistics |       |  |
|---------------------------------------|-------------------------|-----------------------------|------------|---------------------------|--------|--------|---------------------------------|-------------|--------------|---------|-------|-------------------------|-------|--|
|                                       |                         | B                           | Std. Error | Beta                      |        |        | Lower Bound                     | Upper Bound | Zero-order   | Partial | Part  | Tolerance               | VIF   |  |
| 1                                     | (Constant)              | 3,050                       | ,188       |                           | 16,203 | ,000   | 2,680                           | 3,420       |              |         |       |                         |       |  |
|                                       | Medium_Orgsize          | -,095                       | ,189       | -,025                     | -,504  | ,615   | -,468                           | ,277        | -,013        | -,023   | -,022 | ,779                    | 1,284 |  |
|                                       | Large_Orgsize           | -,203                       | ,150       | -,067                     | -1,353 | ,177   | -,497                           | ,092        | -,099        | -,061   | -,058 | ,743                    | 1,345 |  |
|                                       | Technischpersoneel      | -,142                       | ,366       | -,018                     | -,387  | ,699   | -,861                           | ,578        | -,071        | -,018   | -,017 | ,843                    | 1,187 |  |
|                                       | Administratiefpersoneel | -,099                       | ,198       | -,023                     | -,498  | ,619   | -,487                           | ,290        | -,035        | -,023   | -,021 | ,835                    | 1,197 |  |
|                                       | Professioneel           | ,019                        | ,168       | ,006                      | ,114   | ,910   | -,312                           | ,350        | -,062        | ,005    | ,005  | ,741                    | 1,350 |  |
|                                       | Topmanager              | ,542                        | ,234       | ,111                      | 2,313  | ,021   | ,082                            | 1,003       | ,061         | ,104    | ,099  | ,806                    | 1,241 |  |
|                                       | Part-time               | -,078                       | ,159       | -,025                     | -,486  | ,627   | -,391                           | ,236        | -,082        | -,022   | -,021 | ,694                    | 1,441 |  |
|                                       | Side-job                | ,312                        | ,210       | ,084                      | 1,485  | ,138   | -,101                           | ,726        | ,191         | ,067    | ,064  | ,583                    | 1,716 |  |
|                                       | male                    | -,385                       | ,151       | -,123                     | -2,556 | ,011   | -,681                           | -,089       | -,139        | -,115   | -,110 | ,791                    | 1,264 |  |
|                                       | other_sex               | ,490                        | ,597       | ,036                      | ,821   | ,412   | -,682                           | 1,662       | ,036         | ,037    | ,035  | ,979                    | 1,022 |  |
|                                       | Zscore: Tenure          | -,118                       | ,093       | -,079                     | -1,273 | ,203   | -,300                           | ,064        | -,198        | -,057   | -,055 | ,479                    | 2,087 |  |
|                                       | Zscore: Age             | -,190                       | ,099       | -,127                     | -1,927 | ,055   | -,384                           | ,004        | -,236        | -,087   | -,083 | ,424                    | 2,360 |  |
|                                       | 2                       | (Constant)                  | 3,236      | ,174                      |        | 18,566 | ,000                            | 2,893       | 3,578        |         |       |                         |       |  |
| Medium_Orgsize                        |                         | -,264                       | ,175       | -,068                     | -1,505 | ,133   | -,608                           | ,081        | -,013        | -,068   | -,059 | ,771                    | 1,297 |  |
| Large_Orgsize                         |                         | -,515                       | ,142       | -,171                     | -3,635 | ,000   | -,793                           | -,237       | -,099        | -,162   | -,144 | ,703                    | 1,422 |  |
| Technischpersoneel                    |                         | -,506                       | ,339       | -,065                     | -1,493 | ,136   | -1,172                          | ,160        | -,071        | -,067   | -,059 | ,832                    | 1,202 |  |
| Administratiefpersoneel               |                         | -,260                       | ,183       | -,062                     | -1,420 | ,156   | -,619                           | ,100        | -,035        | -,064   | -,056 | ,828                    | 1,207 |  |
| Professioneel                         |                         | ,123                        | ,155       | ,036                      | ,789   | ,431   | -,183                           | ,428        | -,062        | ,036    | ,031  | ,737                    | 1,356 |  |
| Topmanager                            |                         | ,638                        | ,216       | ,130                      | 2,957  | ,003   | ,214                            | 1,063       | ,061         | ,133    | ,117  | ,804                    | 1,243 |  |
| Part-time                             |                         | -,024                       | ,147       | -,008                     | -,162  | ,872   | -,312                           | ,265        | -,082        | -,007   | -,006 | ,693                    | 1,443 |  |
| Side-job                              |                         | ,178                        | ,194       | ,048                      | ,920   | ,358   | -,203                           | ,560        | ,191         | ,042    | ,036  | ,580                    | 1,725 |  |
| male                                  |                         | -,390                       | ,139       | -,125                     | -2,810 | ,005   | -,662                           | -,117       | -,139        | -,126   | -,111 | ,791                    | 1,264 |  |
| other_sex                             |                         | -,280                       | ,555       | -,020                     | -,506  | ,613   | -1,371                          | ,810        | ,036         | -,023   | -,020 | ,958                    | 1,044 |  |
| Zscore: Tenure                        |                         | -,086                       | ,085       | -,058                     | -1,011 | ,312   | -,254                           | ,081        | -,198        | -,046   | -,040 | ,478                    | 2,091 |  |
| Zscore: Age                           |                         | -,152                       | ,091       | -,102                     | -1,672 | ,095   | -,330                           | ,027        | -,236        | -,075   | -,066 | ,423                    | 2,365 |  |
| Zscore: Organizational identification |                         | -,598                       | ,063       | -,400                     | -9,472 | ,000   | -,722                           | -,474       | -,364        | -,394   | -,374 | ,876                    | 1,142 |  |

a. Dependent Variable: Turnover intentions

Residuals Statistics<sup>a</sup>

|                      | Minimum | Maximum | Mean | Std. Deviation | N   |
|----------------------|---------|---------|------|----------------|-----|
| Predicted Value      | 1,03    | 5,69    | 2,89 | ,729           | 502 |
| Residual             | -3,524  | 4,200   | ,000 | 1,305          | 502 |
| Std. Predicted Value | -2,543  | 3,843   | ,000 | 1,000          | 502 |
| Std. Residual        | -2,665  | 3,177   | ,000 | ,987           | 502 |

a. Dependent Variable: Turnover intentions



## Appendix 7: Additional analysis hypothesis 1

Model Summary<sup>e</sup>

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          |     |     |               | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|---------------|
|       |                   |          |                   |                            | R Square Change   | F Change | df1 | df2 | Sig. F Change |               |
| 1     | ,312 <sup>a</sup> | ,098     | ,075              | 1,437                      | ,098              | 4,408    | 12  | 489 | ,000          |               |
| 2     | ,488 <sup>b</sup> | ,238     | ,217              | 1,322                      | ,140              | 89,726   | 1   | 488 | ,000          |               |
| 3     | ,488 <sup>c</sup> | ,238     | ,216              | 1,323                      | ,000              | ,301     | 1   | 487 | ,584          |               |
| 4     | ,488 <sup>d</sup> | ,238     | ,215              | 1,324                      | ,000              | ,163     | 1   | 486 | ,687          | 1,875         |

a. Predictors: (Constant), Zscore: Age, other\_sexe, Technischpersoneel, Administratiefpersoneel, Medium\_Orgsize, Topmanager, male, Part-time, Professioneel, Large\_Orgsize, Side-job, Zscore: Tenure

b. Predictors: (Constant), Zscore: Age, other\_sexe, Technischpersoneel, Administratiefpersoneel, Medium\_Orgsize, Topmanager, male, Part-time, Professioneel, Large\_Orgsize, Side-job, Zscore: Tenure, Zscore: Organizational identification

c. Predictors: (Constant), Zscore: Age, other\_sexe, Technischpersoneel, Administratiefpersoneel, Medium\_Orgsize, Topmanager, male, Part-time, Professioneel, Large\_Orgsize, Side-job, Zscore: Tenure, Zscore: Organizational identification, Quad\_OI

d. Predictors: (Constant), Zscore: Age, other\_sexe, Technischpersoneel, Administratiefpersoneel, Medium\_Orgsize, Topmanager, male, Part-time, Professioneel, Large\_Orgsize, Side-job, Zscore: Tenure, Zscore: Organizational identification, Quad\_OI, derde\_OI

e. Dependent Variable: Turnover intentions

ANOVA<sup>a</sup>

| Model |            | Sum of Squares | df  | Mean Square | F      | Sig.              |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1     | Regression | 109,208        | 12  | 9,101       | 4,408  | ,000 <sup>b</sup> |
|       | Residual   | 1009,683       | 489 | 2,065       |        |                   |
|       | Total      | 1118,891       | 501 |             |        |                   |
| 2     | Regression | 266,021        | 13  | 20,463      | 11,709 | ,000 <sup>c</sup> |
|       | Residual   | 852,870        | 488 | 1,748       |        |                   |
|       | Total      | 1118,891       | 501 |             |        |                   |
| 3     | Regression | 266,547        | 14  | 19,039      | 10,878 | ,000 <sup>d</sup> |
|       | Residual   | 852,344        | 487 | 1,750       |        |                   |
|       | Total      | 1118,891       | 501 |             |        |                   |
| 4     | Regression | 266,832        | 15  | 17,789      | 10,146 | ,000 <sup>e</sup> |
|       | Residual   | 852,059        | 486 | 1,753       |        |                   |
|       | Total      | 1118,891       | 501 |             |        |                   |

a. Dependent Variable: Turnover intentions

b. Predictors: (Constant), Zscore: Age, other\_sexe, Technischpersoneel, Administratiefpersoneel, Medium\_Orgsize, Topmanager, male, Part-time, Professioneel, Large\_Orgsize, Side-job, Zscore: Tenure

c. Predictors: (Constant), Zscore: Age, other\_sexe, Technischpersoneel, Administratiefpersoneel, Medium\_Orgsize, Topmanager, male, Part-time, Professioneel, Large\_Orgsize, Side-job, Zscore: Tenure, Zscore: Organizational identification

d. Predictors: (Constant), Zscore: Age, other\_sexe, Technischpersoneel, Administratiefpersoneel, Medium\_Orgsize, Topmanager, male, Part-time, Professioneel, Large\_Orgsize, Side-job, Zscore: Tenure, Zscore: Organizational identification, Quad\_OI

e. Predictors: (Constant), Zscore: Age, other\_sexe, Technischpersoneel, Administratiefpersoneel, Medium\_Orgsize, Topmanager, male, Part-time, Professioneel, Large\_Orgsize, Side-job, Zscore: Tenure, Zscore: Organizational identification, Quad\_OI, derde\_OI

Coefficients<sup>a</sup>

| Model                                 | Unstandardized Coefficients           |            | Standardized Coefficients | t     | Sig.   | 95,0% Confidence Interval for B |             | Correlations |         |       | Collinearity Statistics |       |       |  |
|---------------------------------------|---------------------------------------|------------|---------------------------|-------|--------|---------------------------------|-------------|--------------|---------|-------|-------------------------|-------|-------|--|
|                                       | B                                     | Std. Error | Beta                      |       |        | Lower Bound                     | Upper Bound | Zero-order   | Partial | Part  | Tolerance               | VIF   |       |  |
| 1                                     | (Constant)                            | 3,050      | ,188                      |       | 16,203 | ,000                            | 2,680       | 3,420        |         |       |                         |       |       |  |
|                                       | Medium_Orgsize                        | -,095      | ,189                      | -,025 | -,504  | ,615                            | -,468       | ,277         | -,013   | -,023 | -,022                   | ,779  | 1,284 |  |
|                                       | Large_Orgsize                         | -,203      | ,150                      | -,067 | -1,353 | ,177                            | -,497       | ,092         | -,099   | -,061 | -,058                   | ,743  | 1,345 |  |
|                                       | Technischpersoneel                    | -,142      | ,366                      | -,018 | -,387  | ,699                            | -,861       | ,578         | -,071   | -,018 | -,017                   | ,843  | 1,187 |  |
|                                       | Administratiefpersoneel               | -,099      | ,198                      | -,023 | -,498  | ,619                            | -,487       | ,290         | -,035   | -,023 | -,021                   | ,835  | 1,197 |  |
|                                       | Professioneel                         | ,019       | ,168                      | ,006  | ,114   | ,910                            | -,312       | ,350         | -,062   | ,005  | ,005                    | ,741  | 1,350 |  |
|                                       | Topmanager                            | ,542       | ,234                      | ,111  | 2,313  | ,021                            | ,082        | 1,003        | ,061    | ,104  | ,099                    | ,806  | 1,241 |  |
|                                       | Part-time                             | -,078      | ,159                      | -,025 | -,486  | ,627                            | -,391       | ,236         | -,082   | -,022 | -,021                   | ,694  | 1,441 |  |
|                                       | Side-job                              | ,312       | ,210                      | ,084  | 1,485  | ,138                            | -,101       | ,726         | ,191    | ,067  | ,064                    | ,583  | 1,716 |  |
|                                       | male                                  | -,385      | ,151                      | -,123 | -2,556 | ,011                            | -,681       | -,089        | -,139   | -,115 | -,110                   | ,791  | 1,264 |  |
|                                       | other_sexe                            | ,490       | ,597                      | ,036  | ,821   | ,412                            | -,682       | 1,662        | ,036    | ,037  | ,035                    | ,979  | 1,022 |  |
|                                       | Zscore: Tenure                        | -,118      | ,093                      | -,079 | -1,273 | ,203                            | -,300       | ,064         | -,198   | -,057 | -,055                   | ,479  | 2,087 |  |
|                                       | Zscore: Age                           | -,190      | ,099                      | -,127 | -1,927 | ,055                            | -,384       | ,004         | -,236   | -,087 | -,083                   | ,424  | 2,360 |  |
|                                       | 2                                     | (Constant) | 3,236                     | ,174  |        | 18,566                          | ,000        | 2,893        | 3,578   |       |                         |       |       |  |
| Medium_Orgsize                        |                                       | -,264      | ,175                      | -,068 | -1,505 | ,133                            | -,608       | ,081         | -,013   | -,068 | -,059                   | ,771  | 1,297 |  |
| Large_Orgsize                         |                                       | -,515      | ,142                      | -,171 | -3,635 | ,000                            | -,793       | -,237        | -,099   | -,162 | -,144                   | ,703  | 1,422 |  |
| Technischpersoneel                    |                                       | -,506      | ,339                      | -,065 | -1,493 | ,136                            | -1,172      | ,160         | -,071   | -,067 | -,059                   | ,832  | 1,202 |  |
| Administratiefpersoneel               |                                       | -,260      | ,183                      | -,062 | -1,420 | ,156                            | -,619       | ,100         | -,035   | -,064 | -,056                   | ,828  | 1,207 |  |
| Professioneel                         |                                       | ,123       | ,155                      | ,036  | ,789   | ,431                            | -,183       | ,428         | -,062   | ,036  | ,031                    | ,737  | 1,356 |  |
| Topmanager                            |                                       | ,638       | ,216                      | ,130  | 2,957  | ,003                            | ,214        | 1,063        | ,061    | ,133  | ,117                    | ,804  | 1,243 |  |
| Part-time                             |                                       | -,024      | ,147                      | -,008 | -,162  | ,872                            | -,312       | ,265         | -,082   | -,007 | -,006                   | ,693  | 1,443 |  |
| Side-job                              |                                       | ,178       | ,194                      | ,048  | ,920   | ,358                            | -,203       | ,560         | ,191    | ,042  | ,036                    | ,580  | 1,725 |  |
| male                                  |                                       | -,390      | ,139                      | -,125 | -2,810 | ,005                            | -,662       | -,117        | -,139   | -,126 | -,111                   | ,791  | 1,264 |  |
| other_sexe                            |                                       | -,280      | ,555                      | -,020 | -,506  | ,613                            | -1,371      | ,810         | ,036    | -,023 | -,020                   | ,958  | 1,044 |  |
| Zscore: Tenure                        |                                       | -,086      | ,085                      | -,058 | -1,011 | ,312                            | -,254       | ,081         | -,198   | -,046 | -,040                   | ,478  | 2,091 |  |
| Zscore: Age                           |                                       | -,152      | ,091                      | -,102 | -1,672 | ,095                            | -,330       | ,027         | -,236   | -,075 | -,066                   | ,423  | 2,365 |  |
| Zscore: Organizational identification |                                       | -,598      | ,063                      | -,400 | -9,472 | ,000                            | -,722       | -,474        | -,364   | -,394 | -,374                   | ,876  | 1,142 |  |
| 3                                     | (Constant)                            | 3,210      | ,181                      |       | 17,776 | ,000                            | 2,855       | 3,565        |         |       |                         |       |       |  |
|                                       | Medium_Orgsize                        | -,257      | ,176                      | -,066 | -1,462 | ,144                            | -,602       | ,088         | -,013   | -,066 | -,058                   | ,767  | 1,303 |  |
|                                       | Large_Orgsize                         | -,510      | ,142                      | -,170 | -3,586 | ,000                            | -,789       | -,230        | -,099   | -,160 | -,142                   | ,700  | 1,429 |  |
|                                       | Technischpersoneel                    | -,516      | ,340                      | -,066 | -1,520 | ,129                            | -1,184      | ,151         | -,071   | -,069 | -,060                   | ,829  | 1,206 |  |
|                                       | Administratiefpersoneel               | -,259      | ,183                      | -,062 | -1,416 | ,157                            | -,619       | ,100         | -,035   | -,064 | -,056                   | ,828  | 1,207 |  |
|                                       | Professioneel                         | ,121       | ,155                      | ,036  | ,779   | ,436                            | -,184       | ,427         | -,062   | ,035  | ,031                    | ,737  | 1,357 |  |
|                                       | Topmanager                            | ,640       | ,216                      | ,131  | 2,961  | ,003                            | ,215        | 1,064        | ,061    | ,133  | ,117                    | ,804  | 1,243 |  |
|                                       | Part-time                             | -,020      | ,147                      | -,006 | -,134  | ,893                            | -,309       | ,269         | -,082   | -,006 | -,005                   | ,691  | 1,447 |  |
|                                       | Side-job                              | ,174       | ,194                      | ,046  | ,893   | ,372                            | -,208       | ,555         | ,191    | ,040  | ,035                    | ,579  | 1,728 |  |
|                                       | male                                  | -,387      | ,139                      | -,124 | -2,789 | ,005                            | -,660       | -,114        | -,139   | -,125 | -,110                   | ,791  | 1,265 |  |
|                                       | other_sexe                            | -,329      | ,562                      | -,024 | -,585  | ,559                            | -1,434      | ,776         | ,036    | -,027 | -,023                   | ,934  | 1,071 |  |
|                                       | Zscore: Tenure                        | -,088      | ,086                      | -,059 | -1,031 | ,303                            | -,256       | ,080         | -,198   | -,047 | -,041                   | ,478  | 2,094 |  |
|                                       | Zscore: Age                           | -,152      | ,091                      | -,102 | -1,674 | ,095                            | -,331       | ,026         | -,236   | -,076 | -,066                   | ,423  | 2,365 |  |
|                                       | Zscore: Organizational identification | -,584      | ,068                      | -,391 | -8,568 | ,000                            | -,718       | -,450        | -,364   | -,362 | -,339                   | ,752  | 1,329 |  |
| Quad_OI                               | ,022                                  | ,040       | ,024                      | ,548  | ,584   | -,057                           | ,101        | ,175         | ,025    | ,022  | ,799                    | 1,251 |       |  |
| 4                                     | (Constant)                            | 3,219      | ,182                      |       | 17,666 | ,000                            | 2,861       | 3,578        |         |       |                         |       |       |  |
|                                       | Medium_Orgsize                        | -,255      | ,176                      | -,065 | -1,448 | ,148                            | -,601       | ,091         | -,013   | -,066 | -,057                   | ,766  | 1,305 |  |
|                                       | Large_Orgsize                         | -,511      | ,142                      | -,170 | -3,590 | ,000                            | -,790       | -,231        | -,099   | -,161 | -,142                   | ,700  | 1,429 |  |
|                                       | Technischpersoneel                    | -,513      | ,340                      | -,066 | -1,508 | ,132                            | -1,181      | ,155         | -,071   | -,068 | -,060                   | ,829  | 1,207 |  |
|                                       | Administratiefpersoneel               | -,258      | ,183                      | -,061 | -1,411 | ,159                            | -,618       | ,101         | -,035   | -,064 | -,056                   | ,828  | 1,208 |  |
|                                       | Professioneel                         | ,119       | ,156                      | ,035  | ,763   | ,446                            | -,187       | ,425         | -,062   | ,035  | ,030                    | ,736  | 1,358 |  |
|                                       | Topmanager                            | ,636       | ,216                      | ,130  | 2,937  | ,003                            | ,210        | 1,061        | ,061    | ,132  | ,116                    | ,803  | 1,246 |  |
|                                       | Part-time                             | -,017      | ,147                      | -,006 | -,116  | ,908                            | -,307       | ,272         | -,082   | -,005 | -,005                   | ,690  | 1,450 |  |
|                                       | Side-job                              | ,170       | ,195                      | ,046  | ,875   | ,382                            | -,212       | ,553         | ,191    | ,040  | ,035                    | ,578  | 1,731 |  |
|                                       | male                                  | -,386      | ,139                      | -,124 | -2,781 | ,006                            | -,659       | -,113        | -,139   | -,125 | -,110                   | ,791  | 1,265 |  |
|                                       | other_sexe                            | -,371      | ,572                      | -,027 | -,648  | ,517                            | -1,495      | ,753         | ,036    | -,029 | -,026                   | ,904  | 1,107 |  |
|                                       | Zscore: Tenure                        | -,092      | ,086                      | -,062 | -1,068 | ,286                            | -,261       | ,077         | -,198   | -,048 | -,042                   | ,472  | 2,118 |  |
|                                       | Zscore: Age                           | -,149      | ,091                      | -,100 | -1,627 | ,104                            | -,328       | ,031         | -,236   | -,074 | -,064                   | ,419  | 2,386 |  |
|                                       | Zscore: Organizational identification | -,560      | ,091                      | -,374 | -6,138 | ,000                            | -,739       | -,380        | -,364   | -,268 | -,243                   | ,421  | 2,374 |  |
| Quad_OI                               | ,007                                  | ,055       | ,008                      | ,127  | ,899   | -,100                           | ,114        | ,175         | ,006    | ,005  | ,429                    | 2,329 |       |  |
| derde_OI                              | -,009                                 | ,023       | -,033                     | -,403 | ,687   | -,055                           | ,037        | -,291        | -,018   | -,016 | ,237                    | 4,217 |       |  |

a. Dependent Variable: Turnover Intentions

## Appendix 8: Moderation analysis hypothesis 2

Model Summary<sup>c</sup>

| Contracttype | Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          |     |     | Durbin-Watson |               |
|--------------|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|---------------|
|              |       |                   |          |                   |                            | R Square Change   | F Change | df1 | df2 |               | Sig. F Change |
| permanent    | 1     | ,314 <sup>a</sup> | ,099     | ,063              | 1,279                      | ,099              | 2,734    | 12  | 299 | ,002          | 1,917         |
|              | 2     | ,417 <sup>b</sup> | ,174     | ,137              | 1,227                      | ,075              | 26,921   | 1   | 298 | ,000          |               |
| temporary    | 1     | ,222 <sup>d</sup> | ,049     | -,010             | 1,677                      | ,049              | ,837     | 11  | 178 | ,603          | 1,776         |
|              | 2     | ,551 <sup>e</sup> | ,304     | ,257              | 1,439                      | ,255              | 64,761   | 1   | 177 | ,000          |               |

- a. Predictors: (Constant), Zscore: Age, male, Large\_Orgsize, Topmanager, other\_sexe, Administratiefpersoneel, Technischpersoneel, Side-job, Medium\_Orgsize, Professioneel, Part-time, Zscore: Tenure
- b. Predictors: (Constant), Zscore: Age, male, Large\_Orgsize, Topmanager, other\_sexe, Administratiefpersoneel, Technischpersoneel, Side-job, Medium\_Orgsize, Professioneel, Part-time, Zscore: Tenure, Zscore: Organizational identification
- c. Dependent Variable: Turnover intentions
- d. Predictors: (Constant), Zscore: Age, Zscore: Tenure, Large\_Orgsize, Technischpersoneel, Topmanager, Administratiefpersoneel, Part-time, Professioneel, male, Medium\_Orgsize, Side-job
- e. Predictors: (Constant), Zscore: Age, Zscore: Tenure, Large\_Orgsize, Technischpersoneel, Topmanager, Administratiefpersoneel, Part-time, Professioneel, male, Medium\_Orgsize, Side-job, Zscore: Organizational identification

ANOVA<sup>a</sup>

| Contracttype | Model |            | Sum of Squares | df  | Mean Square | F     | Sig.              |
|--------------|-------|------------|----------------|-----|-------------|-------|-------------------|
| permanent    | 1     | Regression | 53,682         | 12  | 4,473       | 2,734 | ,002 <sup>b</sup> |
|              |       | Residual   | 489,221        | 299 | 1,636       |       |                   |
|              |       | Total      | 542,903        | 311 |             |       |                   |
|              | 2     | Regression | 94,215         | 13  | 7,247       | 4,813 | ,000 <sup>c</sup> |
|              |       | Residual   | 448,688        | 298 | 1,506       |       |                   |
|              |       | Total      | 542,903        | 311 |             |       |                   |
| temporary    | 1     | Regression | 25,900         | 11  | 2,355       | ,837  | ,603 <sup>d</sup> |
|              |       | Residual   | 500,678        | 178 | 2,813       |       |                   |
|              |       | Total      | 526,579        | 189 |             |       |                   |
|              | 2     | Regression | 160,019        | 12  | 13,335      | 6,439 | ,000 <sup>e</sup> |
|              |       | Residual   | 366,560        | 177 | 2,071       |       |                   |
|              |       | Total      | 526,579        | 189 |             |       |                   |

- a. Dependent Variable: Turnover intentions
- b. Predictors: (Constant), Zscore: Age, male, Large\_Orgsize, Topmanager, other\_sexe, Administratiefpersoneel, Technischpersoneel, Side-job, Medium\_Orgsize, Professioneel, Part-time, Zscore: Tenure
- c. Predictors: (Constant), Zscore: Age, male, Large\_Orgsize, Topmanager, other\_sexe, Administratiefpersoneel, Technischpersoneel, Side-job, Medium\_Orgsize, Professioneel, Part-time, Zscore: Tenure, Zscore: Organizational identification
- d. Predictors: (Constant), Zscore: Age, Zscore: Tenure, Large\_Orgsize, Technischpersoneel, Topmanager, Administratiefpersoneel, Part-time, Professioneel, male, Medium\_Orgsize, Side-job
- e. Predictors: (Constant), Zscore: Age, Zscore: Tenure, Large\_Orgsize, Technischpersoneel, Topmanager, Administratiefpersoneel, Part-time, Professioneel, male, Medium\_Orgsize, Side-job, Zscore: Organizational identification

|                               |                | Coefficients <sup>a</sup>   |            |                           |         |         |                                 |             |              |         |       |                         |       |       |  |  |
|-------------------------------|----------------|-----------------------------|------------|---------------------------|---------|---------|---------------------------------|-------------|--------------|---------|-------|-------------------------|-------|-------|--|--|
| Contracttype                  | Model          | Unstandardized Coefficients |            | Standardized Coefficients | t       | Sig.    | 95.0% Confidence Interval for B |             | Correlations |         |       | Collinearity Statistics |       |       |  |  |
|                               |                | B                           | Std. Error | Beta                      |         |         | Lower Bound                     | Upper Bound | Zero-order   | Partial | Part  | tolerance               | VIF   |       |  |  |
| permanent                     | 1              | (Constant)                  | 2,789      | ,225                      |         | 12,409  | ,000                            | 2,347       | 3,232        |         |       |                         |       |       |  |  |
|                               |                | Medium_Orgsize              | ,032       | ,220                      | ,010    | ,147    | ,883                            | -,401       | ,466         | ,014    | ,009  | ,008                    | ,704  | 1,421 |  |  |
|                               |                | Large_Orgsize               | -,135      | ,174                      | -,051   | -,772   | ,441                            | -,477       | ,208         | -,072   | -,045 | -,042                   | ,692  | 1,444 |  |  |
|                               |                | Technischpersoneel          | -,085      | ,405                      | -,013   | -,210   | ,834                            | -,882       | ,712         | -,068   | -,012 | -,012                   | ,801  | 1,248 |  |  |
|                               |                | Administratiefpersoneel     | -,201      | ,231                      | -,055   | -,874   | ,383                            | -,655       | ,252         | -,090   | -,050 | -,048                   | ,771  | 1,297 |  |  |
|                               |                | Professioneel               | ,088       | ,184                      | ,031    | ,478    | ,633                            | -,275       | ,451         | -,011   | ,028  | ,026                    | ,705  | 1,418 |  |  |
|                               |                | Topmanager                  | ,615       | ,240                      | ,161    | 2,567   | ,011                            | ,144        | 1,087        | ,126    | ,147  | ,141                    | ,768  | 1,303 |  |  |
|                               |                | Part-time                   | ,061       | ,176                      | ,023    | ,347    | ,729                            | -,286       | ,408         | -,018   | ,020  | ,019                    | ,687  | 1,455 |  |  |
|                               |                | Side-job                    | ,395       | ,308                      | ,081    | 1,281   | ,201                            | -,212       | 1,002        | ,152    | ,074  | ,070                    | ,749  | 1,336 |  |  |
|                               |                | male                        | -,288      | ,173                      | -,107   | -,1663  | ,097                            | -,629       | ,053         | -,110   | -,096 | -,091                   | ,731  | 1,368 |  |  |
|                               | other_sexe     | ,597                        | ,538       | ,062                      | 1,110   | ,268    | -,461                           | 1,655       | ,078         | ,064    | ,061  | ,962                    | 1,040 |       |  |  |
|                               | Zscore: Tenure | -,098                       | ,091       | -,080                     | -,1079  | ,281    | -,276                           | ,080        | -,163        | -,062   | -,059 | ,553                    | 1,808 |       |  |  |
|                               | Zscore: Age    | -,179                       | ,104       | -,131                     | -,1722  | ,086    | -,383                           | ,026        | -,213        | -,099   | -,095 | ,522                    | 1,917 |       |  |  |
|                               | 2              | (Constant)                  | 2,965      | ,218                      |         | 13,585  | ,000                            | 2,536       | 3,395        |         |       |                         |       |       |  |  |
|                               |                | Medium_Orgsize              | -,096      | ,213                      | -,028   | -,449   | ,654                            | -,515       | ,323         | -,026   | ,014  | -,024                   | ,694  | 1,440 |  |  |
|                               |                | Large_Orgsize               | -,350      | ,172                      | -,132   | -,2032  | ,043                            | -,689       | -,011        | -,072   | -,117 | -,107                   | ,652  | 1,533 |  |  |
|                               |                | Technischpersoneel          | -,321      | ,391                      | -,049   | -,821   | ,413                            | -,1090      | ,449         | -,068   | -,047 | -,043                   | ,790  | 1,265 |  |  |
|                               |                | Administratiefpersoneel     | -,301      | ,222                      | -,082   | -,1355  | ,177                            | -,737       | ,136         | -,090   | -,078 | -,071                   | ,766  | 1,306 |  |  |
|                               |                | Professioneel               | ,124       | ,177                      | ,044    | ,699    | ,485                            | -,225       | ,472         | -,011   | ,040  | ,037                    | ,704  | 1,420 |  |  |
|                               |                | Topmanager                  | ,665       | ,230                      | ,174    | 2,887   | ,004                            | ,212        | 1,118        | ,126    | ,165  | ,152                    | ,766  | 1,305 |  |  |
| Part-time                     |                | ,085                        | ,169       | ,032                      | ,500    | ,617    | -,248                           | ,418        | -,018        | ,029    | ,026  | ,687                    | 1,457 |       |  |  |
| Side-job                      |                | ,269                        | ,297       | ,055                      | ,908    | ,365    | -,315                           | ,853        | ,152         | ,053    | ,048  | ,744                    | 1,345 |       |  |  |
| male                          |                | -,291                       | ,166       | -,108                     | -,1753  | ,081    | -,618                           | ,036        | -,110        | -,101   | -,092 | ,731                    | 1,368 |       |  |  |
| other_sexe                    | ,043           | ,527                        | ,004       | ,082                      | ,935    | -,993   | 1,080                           | ,078        | ,005         | ,004    | ,922  | 1,084                   |       |       |  |  |
| Zscore: Tenure                | -,092          | ,087                        | -,075      | -,1061                    | ,290    | -,263   | ,079                            | -,163       | -,061        | -,056   | ,553  | 1,809                   |       |       |  |  |
| Zscore: Age                   | -,158          | ,100                        | -,115      | -,1581                    | ,115    | -,354   | ,039                            | -,213       | -,091        | -,083   | ,521  | 1,921                   |       |       |  |  |
| Organizational identification | -,405          | ,078                        | -,294      | -,5189                    | ,000    | -,559   | -,252                           | -,257       | -,288        | -,273   | ,866  | 1,155                   |       |       |  |  |
| temporary                     | 1              | (Constant)                  | 4,331      | ,642                      |         | 6,746   | ,000                            | 3,064       | 5,598        |         |       |                         |       |       |  |  |
|                               |                | Medium_Orgsize              | -,311      | ,353                      | -,069   | -,881   | ,380                            | -,1008      | ,386         | -,034   | -,066 | -,064                   | ,869  | 1,151 |  |  |
|                               |                | Large_Orgsize               | -,239      | ,283                      | -,067   | -,844   | ,400                            | -,796       | ,319         | -,045   | -,063 | -,062                   | ,858  | 1,165 |  |  |
|                               |                | Technischpersoneel          | -,323      | ,742                      | -,034   | -,435   | ,664                            | -,1788      | 1,142        | -,068   | -,033 | -,032                   | ,879  | 1,138 |  |  |
|                               |                | Administratiefpersoneel     | ,138       | ,367                      | ,029    | ,378    | ,706                            | -,585       | ,862         | ,042    | ,028  | ,028                    | ,903  | 1,107 |  |  |
|                               |                | Professioneel               | -,206      | ,367                      | -,047   | -,561   | ,576                            | -,930       | ,519         | -,057   | -,042 | -,041                   | ,766  | 1,306 |  |  |
|                               |                | Topmanager                  | ,613       | ,359                      | ,046    | ,586    | ,358                            | -,850       | 1,569        | ,043    | ,044  | ,043                    | ,873  | 1,146 |  |  |
|                               |                | Part-time                   | -,326      | ,329                      | -,087   | -,992   | ,323                            | -,975       | ,323         | -,096   | -,074 | -,073                   | ,698  | 1,434 |  |  |
|                               |                | Side-job                    | ,023       | ,358                      | ,007    | ,064    | ,949                            | -,683       | ,729         | ,105    | ,005  | ,005                    | ,484  | 2,064 |  |  |
|                               |                | male                        | -,399      | ,298                      | -,108   | -,1339  | ,182                            | -,987       | ,189         | -,134   | -,100 | -,098                   | ,820  | 1,220 |  |  |
|                               | Zscore: Tenure | 1,066                       | ,760       | ,105                      | 1,401   | ,163    | -,435                           | 2,566       | ,116         | ,104    | ,102  | ,946                    | 1,057 |       |  |  |
|                               | Zscore: Age    | ,009                        | ,255       | ,003                      | ,034    | ,973    | -,495                           | ,513        | -,022        | ,003    | ,002  | ,816                    | 1,226 |       |  |  |
|                               | 2              | (Constant)                  | 4,658      | ,552                      |         | 8,432   | ,000                            | 3,568       | 5,748        |         |       |                         |       |       |  |  |
|                               |                | Medium_Orgsize              | -,482      | ,304                      | -,107   | -,1587  | ,114                            | -,1082      | ,118         | -,034   | -,118 | -,100                   | ,864  | 1,157 |  |  |
|                               |                | Large_Orgsize               | -,714      | ,250                      | -,199   | -,2,862 | ,005                            | -,1,207     | -,222        | -,045   | -,210 | -,179                   | ,810  | 1,234 |  |  |
|                               |                | Technischpersoneel          | -,898      | ,641                      | -,094   | -,1,401 | ,163                            | -,2,163     | ,367         | -,068   | -,105 | -,088                   | ,868  | 1,153 |  |  |
|                               |                | Administratiefpersoneel     | -,174      | ,317                      | -,036   | -,547   | ,585                            | -,799       | ,452         | ,042    | -,041 | -,034                   | ,890  | 1,124 |  |  |
|                               |                | Professioneel               | ,063       | ,317                      | ,014    | ,200    | ,842                            | -,562       | ,688         | -,057   | ,015  | ,013                    | ,757  | 1,321 |  |  |
|                               |                | Topmanager                  | ,502       | ,526                      | ,064    | ,953    | ,342                            | -,537       | 1,540        | ,043    | ,071  | ,060                    | ,872  | 1,147 |  |  |
|                               |                | Part-time                   | -,165      | ,283                      | -,044   | -,585   | ,560                            | -,723       | ,393         | -,096   | -,044 | -,037                   | ,694  | 1,441 |  |  |
| Side-job                      |                | -,070                       | ,307       | -,021                     | -,229   | ,819    | -,676                           | ,536        | ,105         | -,017   | -,014 | ,484                    | 2,067 |       |  |  |
| male                          |                | -,434                       | ,256       | -,118                     | -,1,697 | ,091    | -,939                           | ,071        | -,134        | -,127   | -,106 | ,819                    | 1,220 |       |  |  |
| Zscore: Tenure                | 1,459          | ,654                        | ,144       | 2,231                     | ,027    | ,168    | 2,750                           | ,116        | ,165         | ,140    | ,941  | 1,063                   |       |       |  |  |
| Zscore: Age                   | -,008          | ,219                        | -,002      | -,035                     | ,972    | -,440   | ,425                            | -,022       | -,003        | -,002   | ,816  | 1,226                   |       |       |  |  |
| Organizational identification | -,849          | ,105                        | -,537      | -,8,047                   | ,000    | -,1,057 | -,641                           | -,466       | -,518        | -,505   | ,884  | 1,131                   |       |       |  |  |

a. Dependent Variable: Turnover intentions

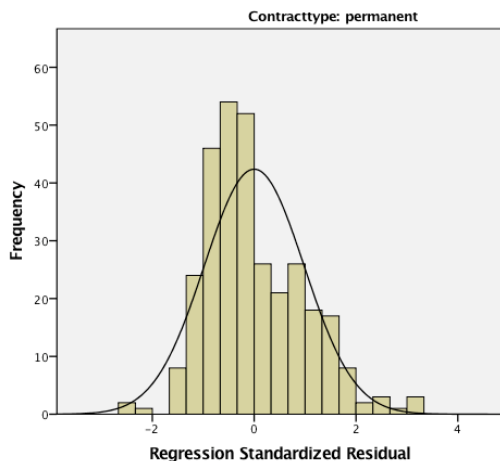
### Residuals Statistics<sup>a</sup>

| Contracttype |                      | Minimum | Maximum | Mean | Std. Deviation | N   |
|--------------|----------------------|---------|---------|------|----------------|-----|
| permanent    | Predicted Value      | 1,40    | 4,78    | 2,64 | ,550           | 312 |
|              | Residual             | -,3,243 | 4,049   | ,000 | 1,201          | 312 |
|              | Std. Predicted Value | -,2,257 | 3,879   | ,000 | 1,000          | 312 |
|              | Std. Residual        | -,2,643 | 3,299   | ,000 | ,979           | 312 |
|              |                      |         |         |      |                |     |
| temporary    | Predicted Value      | ,79     | 6,47    | 3,29 | ,920           | 190 |
|              | Residual             | -,3,355 | 3,931   | ,000 | 1,393          | 190 |
|              | Std. Predicted Value | -,2,712 | 3,454   | ,000 | 1,000          | 190 |
|              | Std. Residual        | -,2,332 | 2,732   | ,000 | ,968           | 190 |
|              |                      |         |         |      |                |     |

a. Dependent Variable: Turnover intentions

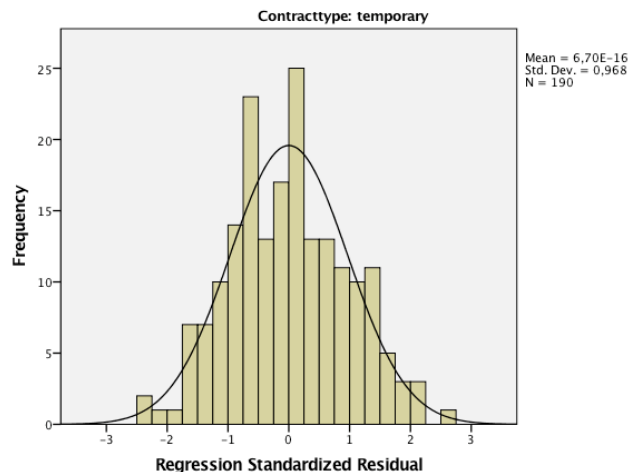
### Histogram

Dependent Variable: Turnover intentions

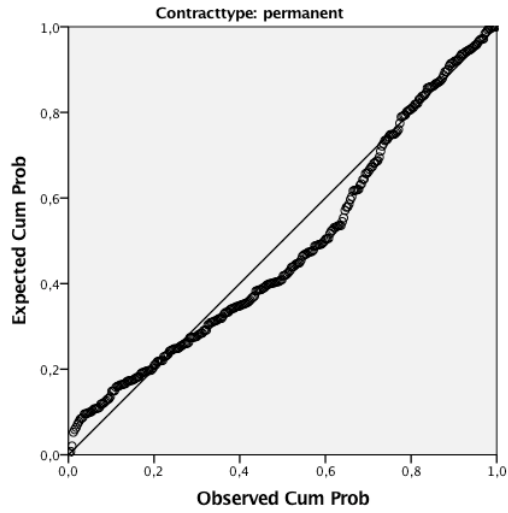


### Histogram

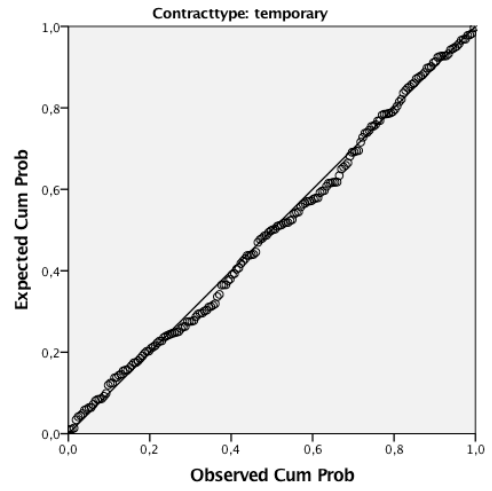
Dependent Variable: Turnover intentions



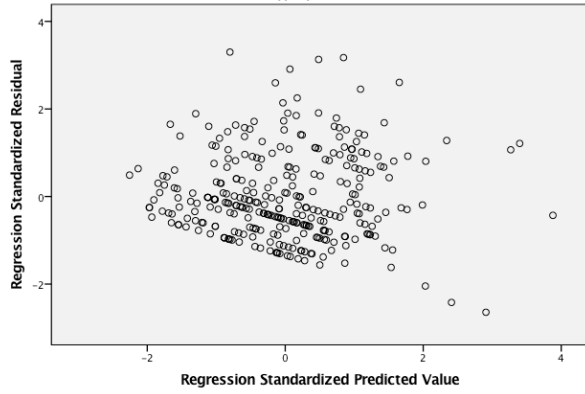
Normal P-P Plot of Regression Standardized Residual  
Dependent Variable: Turnover intentions



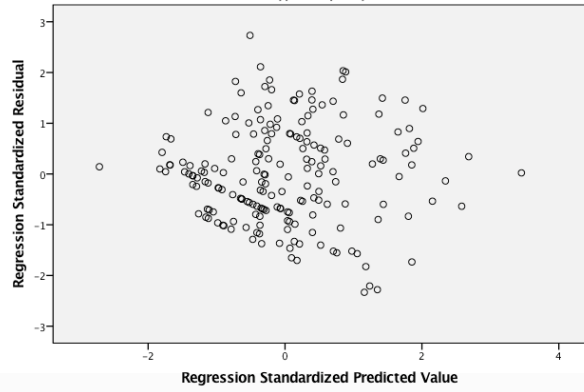
Normal P-P Plot of Regression Standardized Residual  
Dependent Variable: Turnover intentions



Scatterplot  
Dependent Variable: Turnover intentions  
Contracttype: permanent



Scatterplot  
Dependent Variable: Turnover intentions  
Contracttype: temporary



## Appendix 9: Additional analysis hypothesis 2

Model Summary<sup>d</sup>

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          |     |     |               | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|---------------|
|       |                   |          |                   |                            | R Square Change   | F Change | df1 | df2 | Sig. F Change |               |
| 1     | ,312 <sup>a</sup> | ,098     | ,075              | 1,437                      | ,098              | 4,408    | 12  | 489 | ,000          |               |
| 2     | ,489 <sup>b</sup> | ,239     | ,218              | 1,322                      | ,142              | 45,409   | 2   | 487 | ,000          |               |
| 3     | ,505 <sup>c</sup> | ,255     | ,232              | 1,310                      | ,016              | 10,162   | 1   | 486 | ,002          | 1,857         |

- a. Predictors: (Constant), Zscore: Age, other\_sexe, Technischpersoneel, Administratiefpersoneel, Medium\_Orgsize, Topmanager, male, Part-time, Professioneel, Large\_Orgsize, Side-job, Zscore: Tenure
- b. Predictors: (Constant), Zscore: Age, other\_sexe, Technischpersoneel, Administratiefpersoneel, Medium\_Orgsize, Topmanager, male, Part-time, Professioneel, Large\_Orgsize, Side-job, Zscore: Tenure, Zscore: Organizational identification, Contracttype
- c. Predictors: (Constant), Zscore: Age, other\_sexe, Technischpersoneel, Administratiefpersoneel, Medium\_Orgsize, Topmanager, male, Part-time, Professioneel, Large\_Orgsize, Side-job, Zscore: Tenure, Zscore: Organizational identification, Contracttype, Interactieterm OI\_Contract
- d. Dependent Variable: Turnover intentions

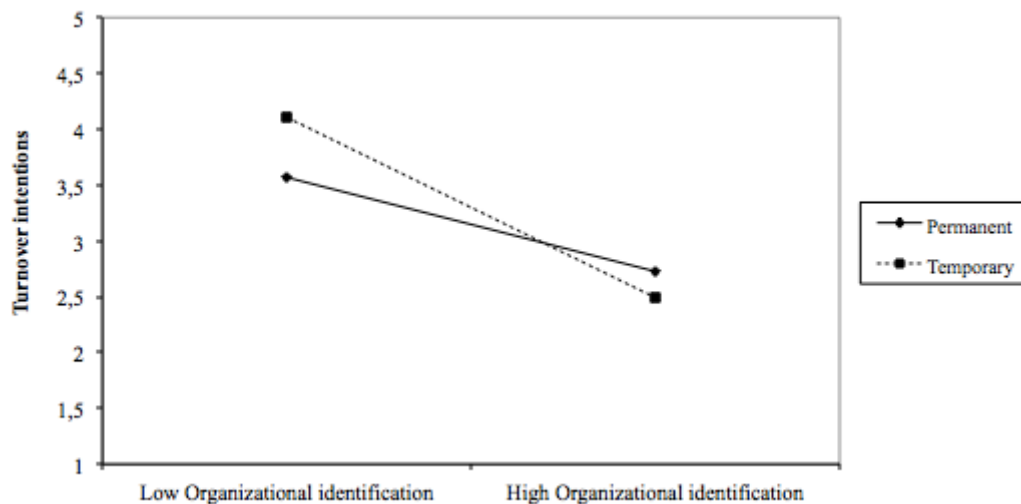
ANOVA<sup>a</sup>

| Model |            | Sum of Squares | df  | Mean Square | F      | Sig.              |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1     | Regression | 109,208        | 12  | 9,101       | 4,408  | ,000 <sup>b</sup> |
|       | Residual   | 1009,683       | 489 | 2,065       |        |                   |
|       | Total      | 1118,891       | 501 |             |        |                   |
| 2     | Regression | 267,904        | 14  | 19,136      | 10,951 | ,000 <sup>c</sup> |
|       | Residual   | 850,986        | 487 | 1,747       |        |                   |
|       | Total      | 1118,891       | 501 |             |        |                   |
| 3     | Regression | 285,333        | 15  | 19,022      | 11,091 | ,000 <sup>d</sup> |
|       | Residual   | 833,558        | 486 | 1,715       |        |                   |
|       | Total      | 1118,891       | 501 |             |        |                   |

- a. Dependent Variable: Turnover intentions
- b. Predictors: (Constant), Zscore: Age, other\_sexe, Technischpersoneel, Administratiefpersoneel, Medium\_Orgsize, Topmanager, male, Part-time, Professioneel, Large\_Orgsize, Side-job, Zscore: Tenure
- c. Predictors: (Constant), Zscore: Age, other\_sexe, Technischpersoneel, Administratiefpersoneel, Medium\_Orgsize, Topmanager, male, Part-time, Professioneel, Large\_Orgsize, Side-job, Zscore: Tenure, Zscore: Organizational identification, Contracttype
- d. Predictors: (Constant), Zscore: Age, other\_sexe, Technischpersoneel, Administratiefpersoneel, Medium\_Orgsize, Topmanager, male, Part-time, Professioneel, Large\_Orgsize, Side-job, Zscore: Tenure, Zscore: Organizational identification, Contracttype, Interactieterm OI\_Contract

| Coefficients <sup>a</sup>             |                                       |                |                           |       |        |                                 |             |              |         |       |                         |       |       |       |  |  |  |
|---------------------------------------|---------------------------------------|----------------|---------------------------|-------|--------|---------------------------------|-------------|--------------|---------|-------|-------------------------|-------|-------|-------|--|--|--|
| Model                                 | Unstandardized Coefficients           |                | Standardized Coefficients | t     | Sig.   | 95,0% Confidence Interval for B |             | Correlations |         |       | Collinearity Statistics |       |       |       |  |  |  |
|                                       | B                                     | Std. Error     | Beta                      |       |        | Lower Bound                     | Upper Bound | Zero-order   | Partial | Part  | Tolerance               | VIF   |       |       |  |  |  |
| 1                                     | (Constant)                            | 3,050          | ,188                      |       | 16,203 | ,000                            | 2,680       | 3,420        |         |       |                         |       |       |       |  |  |  |
|                                       | Medium_Orgsize                        | -,095          | ,189                      | -,025 | -,504  | ,615                            | -,468       | ,277         | -,013   | -,023 | -,022                   | ,779  | 1,284 |       |  |  |  |
|                                       | Large_Orgsize                         | -,203          | ,150                      | -,067 | -1,353 | ,177                            | -,497       | ,092         | -,099   | -,061 | -,058                   | ,743  | 1,345 |       |  |  |  |
|                                       | Technischpersoneel                    | -,142          | ,366                      | -,018 | -,387  | ,699                            | -,861       | ,578         | -,071   | -,018 | -,017                   | ,843  | 1,187 |       |  |  |  |
|                                       | Administratiefpersoneel               | -,099          | ,198                      | -,023 | -,498  | ,619                            | -,487       | ,290         | -,035   | -,023 | -,021                   | ,835  | 1,197 |       |  |  |  |
|                                       | Professioneel                         | ,019           | ,168                      | ,006  | ,114   | ,910                            | -,312       | ,350         | -,062   | ,005  | ,005                    | ,741  | 1,350 |       |  |  |  |
|                                       | Topmanager                            | ,542           | ,234                      | ,111  | 2,313  | ,021                            | ,082        | 1,003        | ,061    | ,104  | ,099                    | ,806  | 1,241 |       |  |  |  |
|                                       | Part-time                             | -,078          | ,159                      | -,025 | -,486  | ,627                            | -,391       | ,236         | -,082   | -,022 | -,021                   | ,694  | 1,441 |       |  |  |  |
|                                       | Side-job                              | ,312           | ,210                      | ,084  | 1,485  | ,138                            | -,101       | ,726         | ,191    | ,067  | ,064                    | ,583  | 1,716 |       |  |  |  |
|                                       | male                                  | -,385          | ,151                      | -,123 | -2,556 | ,011                            | -,681       | -,089        | -,139   | -,115 | -,110                   | ,791  | 1,264 |       |  |  |  |
|                                       | other_sexe                            | ,490           | ,597                      | ,036  | ,821   | ,412                            | -,682       | 1,662        | ,036    | ,037  | ,035                    | ,979  | 1,022 |       |  |  |  |
|                                       | Zscore: Tenure                        | -,118          | ,093                      | -,079 | -1,273 | ,203                            | -,300       | ,064         | -,198   | -,057 | -,055                   | ,479  | 2,087 |       |  |  |  |
|                                       | Zscore: Age                           | -,190          | ,099                      | -,127 | -1,927 | ,055                            | -,384       | ,004         | -,236   | -,087 | -,083                   | ,424  | 2,360 |       |  |  |  |
|                                       | 2                                     | (Constant)     | 3,157                     | ,190  |        | 16,603                          | ,000        | 2,783        | 3,530   |       |                         |       |       |       |  |  |  |
|                                       |                                       | Medium_Orgsize | -,258                     | ,175  | -,066  | -1,470                          | ,142        | -,602        | ,087    | -,013 | -,066                   | -,058 | ,770  | 1,299 |  |  |  |
|                                       |                                       | Large_Orgsize  | -,500                     | ,142  | -,166  | -3,513                          | ,000        | -,780        | -,220   | -,099 | -,157                   | -,139 | ,696  | 1,436 |  |  |  |
| Technischpersoneel                    |                                       | -,504          | ,339                      | -,064 | -1,488 | ,137                            | -1,171      | ,162         | -,071   | -,067 | -,059                   | ,832  | 1,202 |       |  |  |  |
| Administratiefpersoneel               |                                       | -,250          | ,183                      | -,059 | -1,367 | ,172                            | -,610       | ,110         | -,035   | -,062 | -,054                   | ,826  | 1,210 |       |  |  |  |
| Professioneel                         |                                       | ,143           | ,157                      | ,042  | ,911   | ,363                            | -,165       | ,450         | -,062   | ,041  | ,036                    | ,726  | 1,377 |       |  |  |  |
| Topmanager                            |                                       | ,658           | ,217                      | ,134  | 3,035  | ,003                            | ,232        | 1,083        | ,061    | ,136  | ,120                    | ,799  | 1,252 |       |  |  |  |
| Part-time                             |                                       | -,023          | ,147                      | -,008 | -,159  | ,874                            | -,312       | ,265         | -,082   | -,007 | -,006                   | ,693  | 1,443 |       |  |  |  |
| Side-job                              |                                       | ,158           | ,195                      | ,042  | ,809   | ,419                            | -,225       | ,541         | ,191    | ,037  | ,032                    | ,574  | 1,743 |       |  |  |  |
| male                                  |                                       | -,379          | ,139                      | -,121 | -2,726 | ,007                            | -,652       | -,106        | -,139   | -,123 | -,108                   | ,787  | 1,270 |       |  |  |  |
| other_sexe                            |                                       | -,206          | ,559                      | -,015 | -,368  | ,713                            | -1,305      | ,893         | ,036    | -,017 | -,015                   | ,942  | 1,062 |       |  |  |  |
| Zscore: Tenure                        |                                       | -,067          | ,087                      | -,045 | -,771  | ,441                            | -,239       | ,104         | -,198   | -,035 | -,030                   | ,457  | 2,187 |       |  |  |  |
| Zscore: Age                           |                                       | -,128          | ,094                      | -,086 | -1,369 | ,172                            | -,312       | ,056         | -,236   | -,062 | -,054                   | ,398  | 2,513 |       |  |  |  |
| Zscore: Organizational identification |                                       | -,593          | ,063                      | -,397 | -9,374 | ,000                            | -,718       | -,469        | -,364   | -,391 | -,370                   | ,871  | 1,148 |       |  |  |  |
| Contracttype                          |                                       | ,163           | ,157                      | ,053  | 1,038  | ,300                            | -,146       | ,473         | ,210    | ,047  | ,041                    | ,597  | 1,674 |       |  |  |  |
| 3                                     |                                       | (Constant)     | 3,147                     | ,188  |        | 16,703                          | ,000        | 2,777        | 3,517   |       |                         |       |       |       |  |  |  |
|                                       | Medium_Orgsize                        | -,259          | ,174                      | -,067 | -1,492 | ,136                            | -,600       | ,082         | -,013   | -,068 | -,058                   | ,770  | 1,299 |       |  |  |  |
|                                       | Large_Orgsize                         | -,499          | ,141                      | -,166 | -3,539 | ,000                            | -,776       | -,222        | -,099   | -,159 | -,139                   | ,696  | 1,436 |       |  |  |  |
|                                       | Technischpersoneel                    | -,500          | ,336                      | -,064 | -1,490 | ,137                            | -1,160      | ,160         | -,071   | -,067 | -,058                   | ,832  | 1,202 |       |  |  |  |
|                                       | Administratiefpersoneel               | -,262          | ,181                      | -,062 | -1,447 | ,149                            | -,619       | ,094         | -,035   | -,065 | -,057                   | ,826  | 1,211 |       |  |  |  |
|                                       | Professioneel                         | ,145           | ,155                      | ,043  | ,934   | ,351                            | -,160       | ,450         | -,062   | ,042  | ,037                    | ,726  | 1,377 |       |  |  |  |
|                                       | Topmanager                            | ,639           | ,215                      | ,130  | 2,976  | ,003                            | ,217        | 1,061        | ,061    | ,134  | ,117                    | ,798  | 1,253 |       |  |  |  |
|                                       | Part-time                             | -,026          | ,145                      | -,008 | -,178  | ,859                            | -,312       | ,260         | -,082   | -,008 | -,007                   | ,693  | 1,443 |       |  |  |  |
|                                       | Side-job                              | ,138           | ,193                      | ,037  | ,714   | ,476                            | -,242       | ,518         | ,191    | ,032  | ,028                    | ,573  | 1,745 |       |  |  |  |
|                                       | male                                  | -,377          | ,138                      | -,121 | -2,737 | ,006                            | -,648       | -,106        | -,139   | -,123 | -,107                   | ,787  | 1,270 |       |  |  |  |
|                                       | other_sexe                            | ,048           | ,560                      | ,003  | ,085   | ,932                            | -1,052      | 1,148        | ,036    | ,004  | ,003                    | ,923  | 1,083 |       |  |  |  |
|                                       | Zscore: Tenure                        | -,065          | ,087                      | -,044 | -,753  | ,452                            | -,235       | ,105         | -,198   | -,034 | -,029                   | ,457  | 2,187 |       |  |  |  |
|                                       | Zscore: Age                           | -,138          | ,093                      | -,093 | -1,491 | ,137                            | -,321       | ,044         | -,236   | -,067 | -,058                   | ,397  | 2,516 |       |  |  |  |
|                                       | Zscore: Organizational identification | -,425          | ,082                      | -,285 | -5,199 | ,000                            | -,586       | -,265        | -,364   | -,230 | -,204                   | ,511  | 1,956 |       |  |  |  |
|                                       | Contracttype                          | ,148           | ,156                      | ,048  | ,951   | ,342                            | -,158       | ,455         | ,210    | ,043  | ,037                    | ,597  | 1,676 |       |  |  |  |
|                                       | Interactieterm                        | -,384          | ,121                      | -,167 | -3,188 | ,002                            | -,621       | -,147        | -,339   | -,143 | -,125                   | ,555  | 1,801 |       |  |  |  |

a. Dependent Variable: Turnover intentions



# Appendix 10: Regression analysis hypothesis 3

Model Summary<sup>c</sup>

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          |     |     |               | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|---------------|
|       |                   |          |                   |                            | R Square Change   | F Change | df1 | df2 | Sig. F Change |               |
| 1     | ,414 <sup>a</sup> | ,172     | ,151              | ,786                       | ,172              | 8,448    | 12  | 489 | ,000          | 1,887         |
| 2     | ,659 <sup>b</sup> | ,435     | ,420              | ,650                       | ,263              | 227,174  | 1   | 488 | ,000          |               |

a. Predictors: (Constant), Zscore: Age, other\_sexe, Technischpersoneel, Administratiefpersoneel, Medium\_Orgsize, Topmanager, male, Part-time, Professioneel, Large\_Orgsize, Side-job, Zscore: Tenure

b. Predictors: (Constant), Zscore: Age, other\_sexe, Technischpersoneel, Administratiefpersoneel, Medium\_Orgsize, Topmanager, male, Part-time, Professioneel, Large\_Orgsize, Side-job, Zscore: Tenure, Zscore: Organizational identification

c. Dependent Variable: Organizational commitment

ANOVA<sup>a</sup>

| Model |            | Sum of Squares | df  | Mean Square | F      | Sig.              |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1     | Regression | 62,583         | 12  | 5,215       | 8,448  | ,000 <sup>b</sup> |
|       | Residual   | 301,887        | 489 | ,617        |        |                   |
|       | Total      | 364,470        | 501 |             |        |                   |
| 2     | Regression | 158,477        | 13  | 12,191      | 28,880 | ,000 <sup>c</sup> |
|       | Residual   | 205,993        | 488 | ,422        |        |                   |
|       | Total      | 364,470        | 501 |             |        |                   |

a. Dependent Variable: Organizational commitment

b. Predictors: (Constant), Zscore: Age, other\_sexe, Technischpersoneel, Administratiefpersoneel, Medium\_Orgsize, Topmanager, male, Part-time, Professioneel, Large\_Orgsize, Side-job, Zscore: Tenure

c. Predictors: (Constant), Zscore: Age, other\_sexe, Technischpersoneel, Administratiefpersoneel, Medium\_Orgsize, Topmanager, male, Part-time, Professioneel, Large\_Orgsize, Side-job, Zscore: Tenure, Zscore: Organizational identification

Coefficients<sup>a</sup>

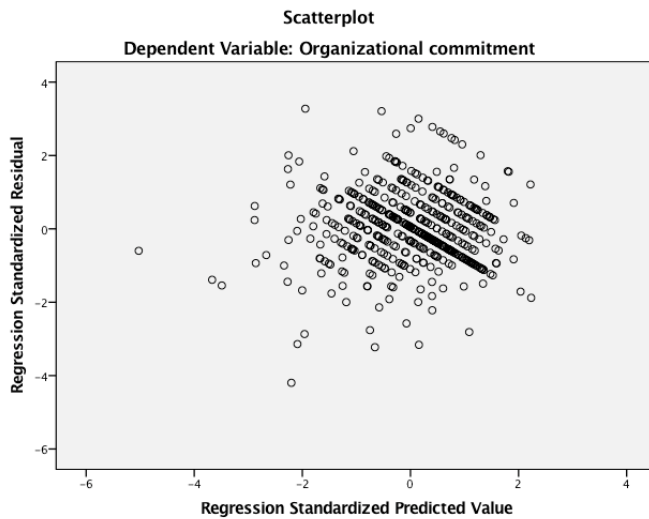
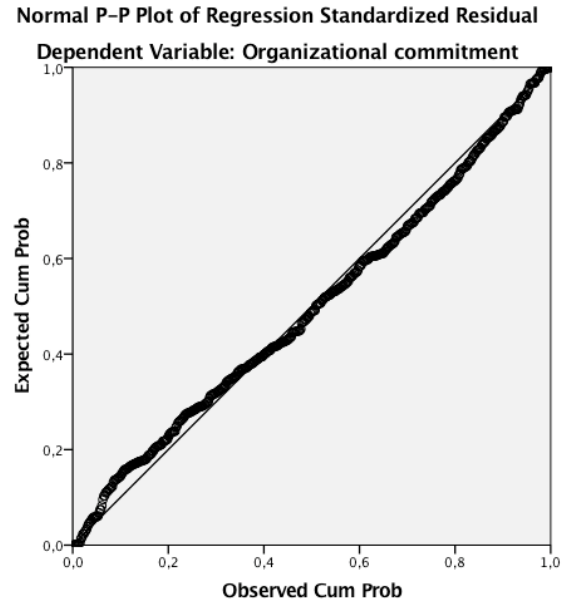
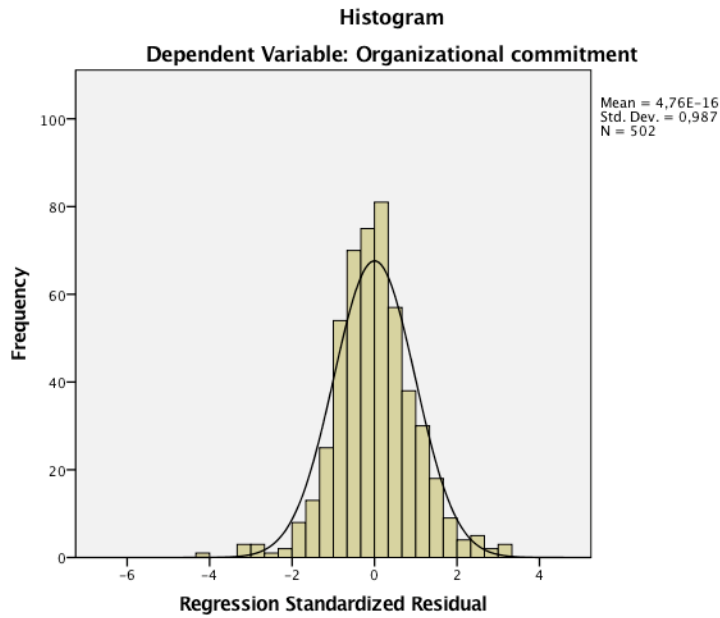
| Model                                 |                         | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig.   | 95,0% Confidence Interval for B |             | Correlations |         |       | Collinearity Statistics |       |       |
|---------------------------------------|-------------------------|-----------------------------|------------|---------------------------|--------|--------|---------------------------------|-------------|--------------|---------|-------|-------------------------|-------|-------|
|                                       |                         | B                           | Std. Error | Beta                      |        |        | Lower Bound                     | Upper Bound | Zero-order   | Partial | Part  | Tolerance               | VIF   |       |
| 1                                     | (Constant)              | 5,111                       | ,103       |                           | 49,660 | ,000   | 4,909                           | 5,314       |              |         |       |                         |       |       |
|                                       | Medium_Orgsize          | -,261                       | ,104       | -,117                     | -2,515 | ,012   | -,464                           | -,057       | -,021        | -,113   | -,104 | ,779                    | 1,284 |       |
|                                       | Large_Orgsize           | -,344                       | ,082       | -,200                     | -4,200 | ,000   | -,505                           | -,183       | -,072        | -,187   | -,173 | ,743                    | 1,345 |       |
|                                       | Technischpersoneel      | -,375                       | ,200       | -,084                     | -1,875 | ,061   | -,769                           | ,018        | -,059        | -,084   | -,077 | ,843                    | 1,187 |       |
|                                       | Administratiefpersoneel | ,054                        | ,108       | ,022                      | ,496   | ,620   | -,159                           | ,266        | -,013        | ,022    | ,020  | ,835                    | 1,197 |       |
|                                       | Professioneel           | ,175                        | ,092       | ,091                      | 1,905  | ,057   | -,005                           | ,356        | ,127         | ,086    | ,078  | ,741                    | 1,350 |       |
|                                       | Topmanager              | ,268                        | ,128       | ,096                      | 2,091  | ,037   | ,016                            | ,520        | ,129         | ,094    | ,086  | ,806                    | 1,241 |       |
|                                       | Part-time               | ,041                        | ,087       | ,023                      | ,475   | ,635   | -,130                           | ,213        | ,098         | ,021    | ,020  | ,694                    | 1,441 |       |
|                                       | Side-job                | -,383                       | ,115       | -,179                     | -3,329 | ,001   | -,609                           | -,157       | -,248        | -,149   | -,137 | ,583                    | 1,716 |       |
|                                       | male                    | -,169                       | ,082       | ,095                      | 2,046  | ,041   | ,007                            | ,331        | ,122         | ,092    | ,084  | ,791                    | 1,264 |       |
|                                       | other_sexe              | -1,173                      | ,326       | -,150                     | -3,596 | ,000   | -1,814                          | -,532       | -,173        | -,161   | -,148 | ,979                    | 1,022 |       |
|                                       | Zscore: Tenure          | ,151                        | ,051       | ,177                      | 2,981  | ,003   | ,052                            | ,251        | ,220         | ,134    | ,123  | ,479                    | 2,087 |       |
|                                       | Zscore: Age             | ,012                        | ,054       | ,014                      | ,225   | ,822   | -,094                           | ,118        | ,208         | ,010    | ,009  | ,424                    | 2,360 |       |
|                                       | 2                       | (Constant)                  | 4,966      | ,086                      |        | 57,978 | ,000                            | 4,798       | 5,134        |         |       |                         |       |       |
|                                       |                         | Medium_Orgsize              | -,129      | ,086                      | -,058  | -1,498 | ,135                            | -,298       | ,040         | -,021   | -,068 | -,051                   | ,771  | 1,297 |
| Large_Orgsize                         |                         | -,100                       | ,070       | -,058                     | -1,432 | ,153   | -,237                           | ,037        | -,072        | -,065   | -,049 | ,703                    | 1,422 |       |
| Technischpersoneel                    |                         | -,090                       | ,167       | -,020                     | -,542  | ,588   | -,418                           | ,237        | -,059        | -,025   | -,018 | ,832                    | 1,202 |       |
| Administratiefpersoneel               |                         | ,180                        | ,090       | ,075                      | 1,999  | ,046   | ,003                            | ,356        | -,013        | ,090    | ,068  | ,828                    | 1,207 |       |
| Professioneel                         |                         | ,095                        | ,076       | ,049                      | 1,239  | ,216   | -,055                           | ,245        | ,127         | ,056    | ,042  | ,737                    | 1,356 |       |
| Topmanager                            |                         | ,193                        | ,106       | ,069                      | 1,816  | ,070   | -,016                           | ,401        | ,129         | ,082    | ,062  | ,804                    | 1,243 |       |
| Part-time                             |                         | -,001                       | ,072       | ,000                      | -,009  | ,993   | -,142                           | ,141        | ,098         | ,000    | ,000  | ,693                    | 1,443 |       |
| Side-job                              |                         | -,278                       | ,095       | -,130                     | -2,916 | ,004   | -,465                           | -,091       | -,248        | -,131   | -,099 | ,580                    | 1,725 |       |
| male                                  |                         | ,172                        | ,068       | ,097                      | 2,525  | ,012   | ,038                            | ,306        | ,122         | ,114    | ,086  | ,791                    | 1,264 |       |
| other_sexe                            |                         | -,570                       | ,273       | -,073                     | -2,092 | ,037   | -1,106                          | -,035       | -,173        | -,094   | -,071 | ,958                    | 1,044 |       |
| Zscore: Tenure                        |                         | ,126                        | ,042       | ,148                      | 3,010  | ,003   | ,044                            | ,209        | ,220         | ,135    | ,102  | ,478                    | 2,091 |       |
| Zscore: Age                           |                         | -,018                       | ,045       | -,021                     | -,397  | ,692   | -,105                           | ,070        | ,208         | -,018   | -,013 | ,423                    | 2,365 |       |
| Zscore: Organizational identification |                         | ,468                        | ,031       | ,548                      | 15,072 | ,000   | ,407                            | ,529        | ,600         | ,564    | ,513  | ,876                    | 1,142 |       |

a. Dependent Variable: Organizational commitment

Residuals Statistics<sup>a</sup>

|                      | Minimum | Maximum | Mean | Std. Deviation | N   |
|----------------------|---------|---------|------|----------------|-----|
| Predicted Value      | 2,14    | 6,22    | 4,97 | ,562           | 502 |
| Residual             | -2,726  | 2,129   | ,000 | ,641           | 502 |
| Std. Predicted Value | -5,027  | 2,233   | ,000 | 1,000          | 502 |
| Std. Residual        | -4,196  | 3,276   | ,000 | ,987           | 502 |

a. Dependent Variable: Organizational commitment



# Appendix 11: Regression analysis hypothesis 4

Model Summary<sup>c</sup>

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          |     |     |               | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|---------------|
|       |                   |          |                   |                            | R Square Change   | F Change | df1 | df2 | Sig. F Change |               |
| 1     | ,312 <sup>a</sup> | ,098     | ,075              | 1,437                      | ,098              | 4,408    | 12  | 489 | ,000          | 1,898         |
| 2     | ,532 <sup>b</sup> | ,283     | ,264              | 1,282                      | ,185              | 126,128  | 1   | 488 | ,000          |               |

a. Predictors: (Constant), Zscore: Age, other\_sexe, Technischpersoneel, Administratiefpersoneel, Medium\_Orgsize, Topmanager, male, Part-time, Professioneel, Large\_Orgsize, Side-job, Zscore: Tenure

b. Predictors: (Constant), Zscore: Age, other\_sexe, Technischpersoneel, Administratiefpersoneel, Medium\_Orgsize, Topmanager, male, Part-time, Professioneel, Large\_Orgsize, Side-job, Zscore: Tenure, Zscore: Organizational commitment

c. Dependent Variable: Turnover intentions

ANOVA<sup>a</sup>

| Model |            | Sum of Squares | df  | Mean Square | F      | Sig.              |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1     | Regression | 109,208        | 12  | 9,101       | 4,408  | ,000 <sup>b</sup> |
|       | Residual   | 1009,683       | 489 | 2,065       |        |                   |
|       | Total      | 1118,891       | 501 |             |        |                   |
| 2     | Regression | 316,574        | 13  | 24,352      | 14,812 | ,000 <sup>c</sup> |
|       | Residual   | 802,317        | 488 | 1,644       |        |                   |
|       | Total      | 1118,891       | 501 |             |        |                   |

a. Dependent Variable: Turnover intentions

b. Predictors: (Constant), Zscore: Age, other\_sexe, Technischpersoneel, Administratiefpersoneel, Medium\_Orgsize, Topmanager, male, Part-time, Professioneel, Large\_Orgsize, Side-job, Zscore: Tenure

c. Predictors: (Constant), Zscore: Age, other\_sexe, Technischpersoneel, Administratiefpersoneel, Medium\_Orgsize, Topmanager, male, Part-time, Professioneel, Large\_Orgsize, Side-job, Zscore: Tenure, Zscore: Organizational commitment

Coefficients<sup>a</sup>

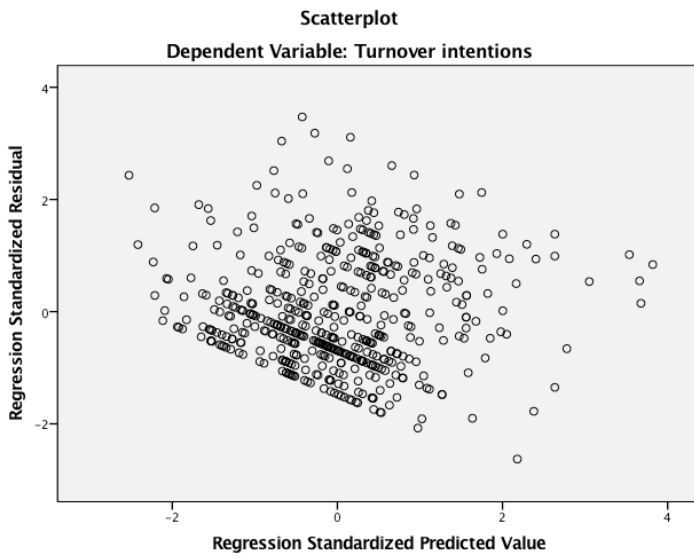
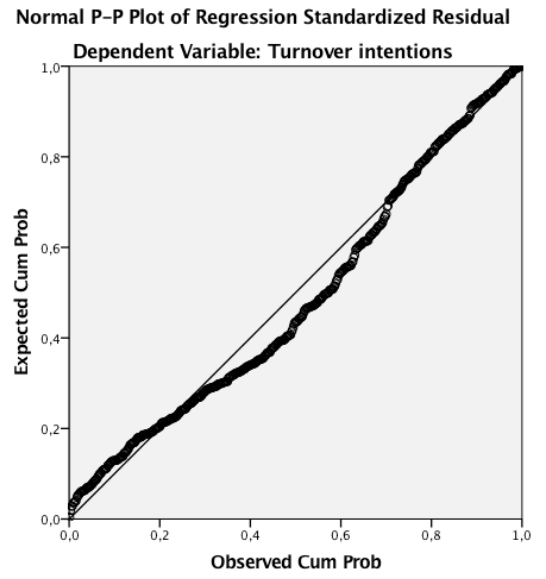
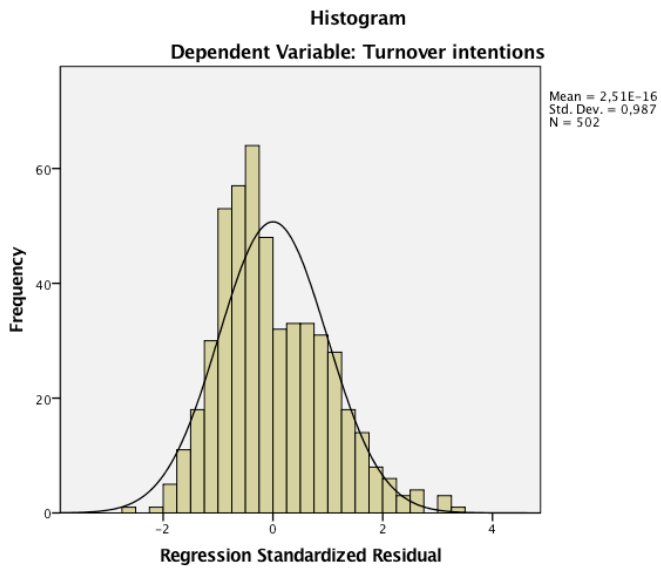
| Model |                                   | Unstandardized Coefficients |            | Standardized Coefficients | t        | Sig. | 95,0% Confidence Interval for B |             | Correlations |         |       | Collinearity Statistics |       |
|-------|-----------------------------------|-----------------------------|------------|---------------------------|----------|------|---------------------------------|-------------|--------------|---------|-------|-------------------------|-------|
|       |                                   | B                           | Std. Error | Beta                      |          |      | Lower Bound                     | Upper Bound | Zero-order   | Partial | Part  | Tolerance               | VIF   |
|       |                                   | 1                           | (Constant) | 3,050                     |          |      | ,188                            |             | 16,203       | ,000    | 2,680 | 3,420                   |       |
|       | Medium_Orgsize                    | -,095                       | ,189       | -,025                     | -,504    | ,615 | -,468                           | ,277        | -,013        | -,023   | -,022 | ,779                    | 1,284 |
|       | Large_Orgsize                     | -,203                       | ,150       | -,067                     | -,153    | ,177 | -,497                           | ,092        | -,099        | -,061   | -,058 | ,743                    | 1,345 |
|       | Technischpersoneel                | -,142                       | ,366       | -,018                     | -,387    | ,699 | -,861                           | ,578        | -,071        | -,018   | -,017 | ,843                    | 1,187 |
|       | Administratiefpersoneel           | -,099                       | ,198       | -,023                     | -,498    | ,619 | -,487                           | ,290        | -,035        | -,023   | -,021 | ,835                    | 1,197 |
|       | Professioneel                     | ,019                        | ,168       | ,006                      | ,114     | ,910 | -,312                           | ,350        | -,062        | ,005    | ,005  | ,741                    | 1,350 |
|       | Topmanager                        | ,542                        | ,234       | ,111                      | 2,313    | ,021 | ,082                            | 1,003       | ,061         | ,104    | ,099  | ,806                    | 1,241 |
|       | Part-time                         | -,078                       | ,159       | -,025                     | -,486    | ,627 | -,391                           | ,236        | -,082        | -,022   | -,021 | ,694                    | 1,441 |
|       | Side-job                          | ,312                        | ,210       | ,084                      | 1,485    | ,138 | -,101                           | ,726        | ,191         | ,067    | ,064  | ,583                    | 1,716 |
|       | male                              | -,385                       | ,151       | -,123                     | -,255    | ,011 | -,681                           | -,089       | -,139        | -,115   | -,110 | ,791                    | 1,264 |
|       | other_sexe                        | ,490                        | ,597       | ,036                      | ,821     | ,412 | -,682                           | 1,662       | ,036         | ,037    | ,035  | ,979                    | 1,022 |
|       | Zscore: Tenure                    | -,118                       | ,093       | -,079                     | -,127    | ,203 | -,300                           | ,064        | -,198        | -,057   | -,055 | ,479                    | 2,087 |
|       | Zscore: Age                       | -,190                       | ,099       | -,127                     | -,192    | ,055 | -,384                           | ,004        | -,236        | -,087   | -,083 | ,424                    | 2,360 |
| 2     | (Constant)                        | 3,171                       | ,168       |                           | 18,839   | ,000 | 2,840                           | 3,501       |              |         |       |                         |       |
|       | Medium_Orgsize                    | -,311                       | ,170       | -,080                     | -,183    | ,068 | -,646                           | ,023        | -,013        | -,083   | -,070 | ,769                    | 1,301 |
|       | Large_Orgsize                     | -,488                       | ,136       | -,162                     | -,358    | ,000 | -,755                           | -,220       | -,099        | -,160   | -,137 | ,718                    | 1,394 |
|       | Technischpersoneel                | -,453                       | ,328       | -,058                     | -,138    | ,168 | -,109                           | ,191        | -,071        | -,062   | -,053 | ,837                    | 1,195 |
|       | Administratiefpersoneel           | -,054                       | ,177       | -,013                     | -,306    | ,760 | -,401                           | ,293        | -,035        | -,014   | -,012 | ,835                    | 1,198 |
|       | Professioneel                     | ,165                        | ,151       | ,049                      | 1,091    | ,276 | -,132                           | ,461        | -,062        | ,049    | ,042  | ,736                    | 1,360 |
|       | Topmanager                        | ,764                        | ,210       | ,156                      | 3,638    | ,000 | ,352                            | 1,177       | ,061         | ,162    | ,139  | ,799                    | 1,252 |
|       | Part-time                         | -,043                       | ,142       | -,014                     | -,304    | ,762 | -,323                           | ,236        | -,082        | -,014   | -,012 | ,694                    | 1,442 |
|       | Side-job                          | -,005                       | ,190       | -,001                     | -,026    | ,980 | -,378                           | ,368        | ,191         | -,001   | -,001 | ,570                    | 1,754 |
|       | male                              | -,245                       | ,135       | -,079                     | -,181    | ,070 | -,511                           | ,020        | -,139        | -,082   | -,070 | ,785                    | 1,274 |
|       | other_sexe                        | -,482                       | ,539       | -,035                     | -,894    | ,372 | -,154                           | ,577        | ,036         | -,040   | -,034 | ,954                    | 1,049 |
|       | Zscore: Tenure                    | ,007                        | ,084       | ,005                      | ,086     | ,931 | -,157                           | ,171        | -,198        | ,004    | ,003  | ,470                    | 2,125 |
|       | Zscore: Age                       | -,180                       | ,088       | -,120                     | -,204    | ,041 | -,353                           | -,007       | -,236        | -,092   | -,078 | ,424                    | 2,360 |
|       | Zscore: Organizational commitment | -,707                       | ,063       | -,473                     | -,11,231 | ,000 | -,831                           | -,583       | -,458        | -,453   | -,431 | ,828                    | 1,207 |

a. Dependent Variable: Turnover intentions

Residuals Statistics<sup>a</sup>

|                      | Minimum | Maximum | Mean | Std. Deviation | N   |
|----------------------|---------|---------|------|----------------|-----|
| Predicted Value      | ,88     | 5,92    | 2,89 | ,795           | 502 |
| Residual             | -,3,370 | 4,451   | ,000 | 1,265          | 502 |
| Std. Predicted Value | -,2,524 | 3,819   | ,000 | 1,000          | 502 |
| Std. Residual        | -,2,628 | 3,472   | ,000 | ,987           | 502 |

a. Dependent Variable: Turnover intentions



## Appendix 12: Final step mediation analysis hypothesis 5

Model Summary<sup>c</sup>

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          |     |     |               | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|---------------|
|       |                   |          |                   |                            | R Square Change   | F Change | df1 | df2 | Sig. F Change |               |
| 1     | ,312 <sup>a</sup> | ,098     | ,075              | 1,437                      | ,098              | 4,408    | 12  | 489 | ,000          |               |
| 2     | ,532 <sup>b</sup> | ,283     | ,264              | 1,282                      | ,185              | 126,128  | 1   | 488 | ,000          | 1,898         |

a. Predictors: (Constant), Zscore: Age, other\_sexe, Technischpersoneel, Administratiefpersoneel, Medium\_Orgsize, Topmanager, male, Part-time, Professioneel, Large\_Orgsize, Side-job, Zscore: Tenure

b. Predictors: (Constant), Zscore: Age, other\_sexe, Technischpersoneel, Administratiefpersoneel, Medium\_Orgsize, Topmanager, male, Part-time, Professioneel, Large\_Orgsize, Side-job, Zscore: Tenure, Zscore: Organizational commitment

c. Dependent Variable: Turnover intentions

ANOVA<sup>a</sup>

| Model |            | Sum of Squares | df  | Mean Square | F      | Sig.              |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1     | Regression | 109,208        | 12  | 9,101       | 4,408  | ,000 <sup>b</sup> |
|       | Residual   | 1009,683       | 489 | 2,065       |        |                   |
|       | Total      | 1118,891       | 501 |             |        |                   |
| 2     | Regression | 266,021        | 13  | 20,463      | 11,709 | ,000 <sup>c</sup> |
|       | Residual   | 852,870        | 488 | 1,748       |        |                   |
|       | Total      | 1118,891       | 501 |             |        |                   |
| 3     | Regression | 345,030        | 14  | 24,645      | 15,509 | ,000 <sup>d</sup> |
|       | Residual   | 773,861        | 487 | 1,589       |        |                   |
|       | Total      | 1118,891       | 501 |             |        |                   |

a. Dependent Variable: Turnover intentions

b. Predictors: (Constant), Zscore: Age, other\_sexe, Technischpersoneel, Administratiefpersoneel, Medium\_Orgsize, Topmanager, male, Part-time, Professioneel, Large\_Orgsize, Side-job, Zscore: Tenure

c. Predictors: (Constant), Zscore: Age, other\_sexe, Technischpersoneel, Administratiefpersoneel, Medium\_Orgsize, Topmanager, male, Part-time, Professioneel, Large\_Orgsize, Side-job, Zscore: Tenure, Zscore: Organizational identification

d. Predictors: (Constant), Zscore: Age, other\_sexe, Technischpersoneel, Administratiefpersoneel, Medium\_Orgsize, Topmanager, male, Part-time, Professioneel, Large\_Orgsize, Side-job, Zscore: Tenure, Zscore: Organizational identification, Zscore: Organizational commitment

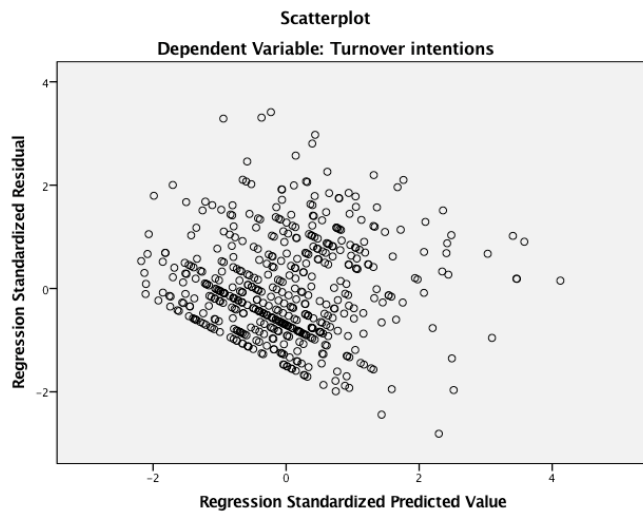
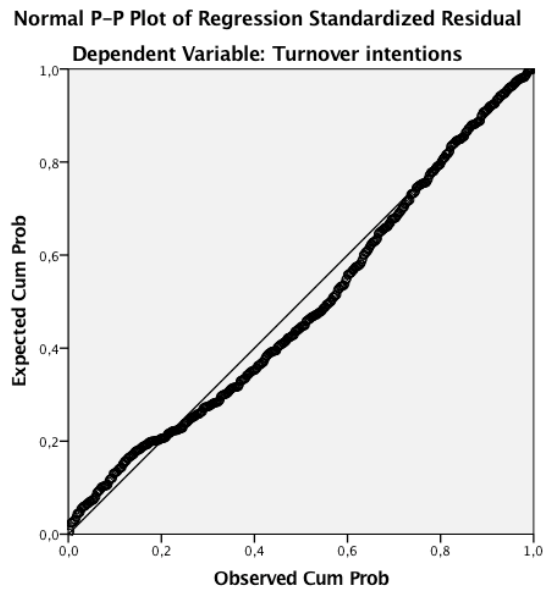
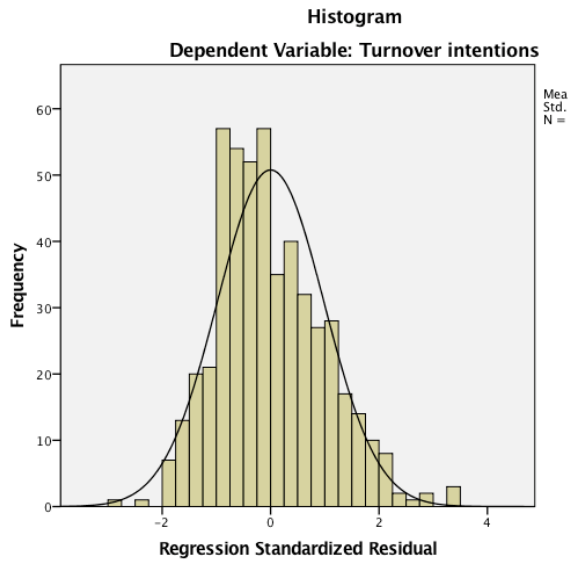
| Coefficients <sup>a</sup>             |                                       |                             |            |                           |        |        |                                 |             |              |         |       |                         |       |  |
|---------------------------------------|---------------------------------------|-----------------------------|------------|---------------------------|--------|--------|---------------------------------|-------------|--------------|---------|-------|-------------------------|-------|--|
| Model                                 |                                       | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig.   | 95,0% Confidence Interval for B |             | Correlations |         |       | Collinearity Statistics |       |  |
|                                       |                                       | B                           | Std. Error | Beta                      |        |        | Lower Bound                     | Upper Bound | Zero-order   | Partial | Part  | Tolerance               | VIF   |  |
| 1                                     | (Constant)                            | 3,050                       | ,188       |                           | 16,203 | ,000   | 2,680                           | 3,420       |              |         |       |                         |       |  |
|                                       | Medium_Orgsize                        | -,095                       | ,189       | -,025                     | -,504  | ,615   | -,468                           | ,277        | -,013        | -,023   | -,022 | ,779                    | 1,284 |  |
|                                       | Large_Orgsize                         | -,203                       | ,150       | -,067                     | -,1353 | ,177   | -,497                           | ,092        | -,099        | -,061   | -,058 | ,743                    | 1,345 |  |
|                                       | Technischpersoneel                    | -,142                       | ,366       | -,018                     | -,387  | ,699   | -,861                           | ,578        | -,071        | -,018   | -,017 | ,843                    | 1,187 |  |
|                                       | Administratiefpersoneel               | -,099                       | ,198       | -,023                     | -,498  | ,619   | -,487                           | ,290        | -,035        | -,023   | -,021 | ,835                    | 1,197 |  |
|                                       | Professioneel                         | ,019                        | ,168       | ,006                      | ,114   | ,910   | -,312                           | ,350        | -,062        | ,005    | ,005  | ,741                    | 1,350 |  |
|                                       | Topmanager                            | ,542                        | ,234       | ,111                      | 2,313  | ,021   | ,082                            | 1,003       | ,061         | ,104    | ,099  | ,806                    | 1,241 |  |
|                                       | Part-time                             | -,078                       | ,159       | -,025                     | -,486  | ,627   | -,391                           | ,236        | -,082        | -,022   | -,021 | ,694                    | 1,441 |  |
|                                       | Side-job                              | ,312                        | ,210       | ,084                      | 1,485  | ,138   | -,101                           | ,726        | ,191         | ,067    | ,064  | ,583                    | 1,716 |  |
|                                       | male                                  | -,385                       | ,151       | -,123                     | -,2556 | ,011   | -,681                           | -,089       | -,139        | -,115   | -,110 | ,791                    | 1,264 |  |
|                                       | other_sexe                            | ,490                        | ,597       | ,036                      | ,821   | ,412   | -,682                           | 1,662       | ,036         | ,037    | ,035  | ,979                    | 1,022 |  |
|                                       | Zscore: Tenure                        | -,118                       | ,093       | -,079                     | -,1273 | ,203   | -,300                           | ,064        | -,198        | -,057   | -,055 | ,479                    | 2,087 |  |
|                                       | Zscore: Age                           | -,190                       | ,099       | -,127                     | -,1927 | ,055   | -,384                           | ,004        | -,236        | -,087   | -,083 | ,424                    | 2,360 |  |
|                                       | 2                                     | (Constant)                  | 3,236      | ,174                      |        | 18,566 | ,000                            | 2,893       | 3,578        |         |       |                         |       |  |
| Medium_Orgsize                        |                                       | -,264                       | ,175       | -,068                     | -,1505 | ,133   | -,608                           | ,081        | -,013        | -,068   | -,059 | ,771                    | 1,297 |  |
| Large_Orgsize                         |                                       | -,515                       | ,142       | -,171                     | -,3635 | ,000   | -,793                           | -,237       | -,099        | -,162   | -,144 | ,703                    | 1,422 |  |
| Technischpersoneel                    |                                       | -,506                       | ,339       | -,065                     | -,1493 | ,136   | -,1172                          | ,160        | -,071        | -,067   | -,059 | ,832                    | 1,202 |  |
| Administratiefpersoneel               |                                       | -,260                       | ,183       | -,062                     | -,1420 | ,156   | -,619                           | ,100        | -,035        | -,064   | -,056 | ,828                    | 1,207 |  |
| Professioneel                         |                                       | ,123                        | ,155       | ,036                      | ,789   | ,431   | -,183                           | ,428        | -,062        | ,036    | ,031  | ,737                    | 1,356 |  |
| Topmanager                            |                                       | ,638                        | ,216       | ,130                      | 2,957  | ,003   | ,214                            | 1,063       | ,061         | ,133    | ,117  | ,804                    | 1,243 |  |
| Part-time                             |                                       | -,024                       | ,147       | -,008                     | -,162  | ,872   | -,312                           | ,265        | -,082        | -,007   | -,006 | ,693                    | 1,443 |  |
| Side-job                              |                                       | ,178                        | ,194       | ,048                      | ,920   | ,358   | -,203                           | ,560        | ,191         | ,042    | ,036  | ,580                    | 1,725 |  |
| male                                  |                                       | -,390                       | ,139       | -,125                     | -,2810 | ,005   | -,662                           | -,117       | -,139        | -,126   | -,111 | ,791                    | 1,264 |  |
| other_sexe                            |                                       | -,280                       | ,555       | -,020                     | -,506  | ,613   | -,1371                          | ,810        | ,036         | -,023   | -,020 | ,958                    | 1,044 |  |
| Zscore: Tenure                        |                                       | -,086                       | ,085       | -,058                     | -,1011 | ,312   | -,254                           | ,081        | -,198        | -,046   | -,040 | ,478                    | 2,091 |  |
| Zscore: Age                           |                                       | -,152                       | ,091       | -,102                     | -,1672 | ,095   | -,330                           | ,027        | -,236        | -,075   | -,066 | ,423                    | 2,365 |  |
| Zscore: Organizational identification |                                       | -,598                       | ,063       | -,400                     | -,9472 | ,000   | -,722                           | -,474       | -,364        | -,394   | -,374 | ,876                    | 1,142 |  |
| 3                                     | (Constant)                            | 3,236                       | ,166       |                           | 19,472 | ,000   | 2,909                           | 3,563       |              |         |       |                         |       |  |
|                                       | Medium_Orgsize                        | -,344                       | ,167       | -,088                     | -,2052 | ,041   | -,673                           | -,015       | -,013        | -,093   | -,077 | ,767                    | 1,303 |  |
|                                       | Large_Orgsize                         | -,577                       | ,135       | -,192                     | -,4260 | ,000   | -,843                           | -,311       | -,099        | -,190   | -,161 | ,700                    | 1,428 |  |
|                                       | Technischpersoneel                    | -,562                       | ,323       | -,072                     | -,1738 | ,083   | -,1198                          | ,073        | -,071        | -,079   | -,066 | ,831                    | 1,203 |  |
|                                       | Administratiefpersoneel               | -,148                       | ,175       | -,035                     | -,848  | ,397   | -,492                           | ,196        | -,035        | -,038   | -,032 | ,821                    | 1,217 |  |
|                                       | Professioneel                         | ,181                        | ,148       | ,054                      | 1,221  | ,223   | -,110                           | ,473        | -,062        | ,055    | ,046  | ,735                    | 1,360 |  |
|                                       | Topmanager                            | ,758                        | ,207       | ,155                      | 3,669  | ,000   | ,352                            | 1,164       | ,061         | ,164    | ,138  | ,799                    | 1,252 |  |
|                                       | Part-time                             | -,024                       | ,140       | -,008                     | -,172  | ,863   | -,299                           | ,251        | -,082        | -,008   | -,006 | ,693                    | 1,443 |  |
|                                       | Side-job                              | ,006                        | ,187       | ,002                      | ,033   | ,973   | -,360                           | ,373        | ,191         | ,002    | ,001  | ,570                    | 1,755 |  |
|                                       | male                                  | -,283                       | ,133       | -,091                     | -,2127 | ,034   | -,544                           | -,022       | -,139        | -,096   | -,080 | ,781                    | 1,280 |  |
|                                       | other_sexe                            | -,634                       | ,531       | -,046                     | -,1193 | ,234   | -,1678                          | ,410        | ,036         | -,054   | -,045 | ,949                    | 1,053 |  |
|                                       | Zscore: Tenure                        | -,008                       | ,082       | -,005                     | -,099  | ,922   | -,170                           | ,153        | -,198        | -,004   | -,004 | ,470                    | 2,130 |  |
|                                       | Zscore: Age                           | -,163                       | ,087       | -,109                     | -,1880 | ,061   | -,333                           | ,007        | -,236        | -,085   | -,071 | ,423                    | 2,365 |  |
|                                       | Zscore: Organizational identification | -,308                       | ,073       | -,206                     | -,4232 | ,000   | -,451                           | -,165       | -,364        | -,188   | -,159 | ,597                    | 1,674 |  |
| Zscore: Organizational commitment     | -,528                                 | ,075                        | -,353      | -,7051                    | ,000   | -,675  | -,381                           | -,458       | -,304        | -,266   | ,565  | 1,769                   |       |  |

a. Dependent Variable: Turnover intentions

#### Residuals Statistics<sup>a</sup>

|                      | Minimum | Maximum | Mean | Std. Deviation | N   |
|----------------------|---------|---------|------|----------------|-----|
| Predicted Value      | 1,08    | 6,31    | 2,89 | ,830           | 502 |
| Residual             | -3,543  | 4,302   | ,000 | 1,243          | 502 |
| Std. Predicted Value | -2,178  | 4,123   | ,000 | 1,000          | 502 |
| Std. Residual        | -2,810  | 3,413   | ,000 | ,986           | 502 |

a. Dependent Variable: Turnover intentions



## Appendix 13: Step 2 moderated mediation analysis hypothesis 6

Model Summary<sup>c</sup>

| Contracttype | Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          |     |     |               | Durbin-Watson |
|--------------|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|---------------|
|              |       |                   |          |                   |                            | R Square Change   | F Change | df1 | df2 | Sig. F Change |               |
| permanent    | 1     | ,431 <sup>a</sup> | ,186     | ,153              | ,707                       | ,186              | 5,679    | 12  | 299 | ,000          | 1,892         |
|              | 2     | ,584 <sup>b</sup> | ,341     | ,313              | ,637                       | ,156              | 70,518   | 1   | 298 | ,000          |               |
| temporary    | 1     | ,289 <sup>d</sup> | ,083     | ,027              | ,876                       | ,083              | 1,474    | 11  | 178 | ,145          | 1,906         |
|              | 2     | ,740 <sup>e</sup> | ,548     | ,517              | ,617                       | ,464              | 181,751  | 1   | 177 | ,000          |               |

- a. Predictors: (Constant), Zscore: Age, male, Large\_Orgsize, Topmanager, other\_sexe, Administratiefpersoneel, Technischpersoneel, Side-job, Medium\_Orgsize, Professioneel, Part-time, Zscore: Tenure
- b. Predictors: (Constant), Zscore: Age, male, Large\_Orgsize, Topmanager, other\_sexe, Administratiefpersoneel, Technischpersoneel, Side-job, Medium\_Orgsize, Professioneel, Part-time, Zscore: Tenure, Zscore: Organizational identification
- c. Dependent Variable: Organizational commitment
- d. Predictors: (Constant), Zscore: Age, Zscore: Tenure, Large\_Orgsize, Technischpersoneel, Topmanager, Administratiefpersoneel, Part-time, Professioneel, male, Medium\_Orgsize, Side-job
- e. Predictors: (Constant), Zscore: Age, Zscore: Tenure, Large\_Orgsize, Technischpersoneel, Topmanager, Administratiefpersoneel, Part-time, Professioneel, male, Medium\_Orgsize, Side-job, Zscore: Organizational identification

ANOVA<sup>a</sup>

| Contracttype | Model |            | Sum of Squares | df  | Mean Square | F      | Sig.              |
|--------------|-------|------------|----------------|-----|-------------|--------|-------------------|
| permanent    | 1     | Regression | 34,071         | 12  | 2,839       | 5,679  | ,000 <sup>d</sup> |
|              |       | Residual   | 149,487        | 299 | ,500        |        |                   |
|              |       | Total      | 183,557        | 311 |             |        |                   |
|              | 2     | Regression | 62,676         | 13  | 4,821       | 11,885 | ,000 <sup>c</sup> |
|              |       | Residual   | 120,881        | 298 | ,406        |        |                   |
|              |       | Total      | 183,557        | 311 |             |        |                   |
| temporary    | 1     | Regression | 12,433         | 11  | 1,130       | 1,474  | ,145 <sup>d</sup> |
|              |       | Residual   | 136,480        | 178 | ,767        |        |                   |
|              |       | Total      | 148,913        | 189 |             |        |                   |
|              | 2     | Regression | 81,577         | 12  | 6,798       | 17,869 | ,000 <sup>e</sup> |
|              |       | Residual   | 67,336         | 177 | ,380        |        |                   |
|              |       | Total      | 148,913        | 189 |             |        |                   |

- a. Dependent Variable: Organizational commitment
- b. Predictors: (Constant), Zscore: Age, male, Large\_Orgsize, Topmanager, other\_sexe, Administratiefpersoneel, Technischpersoneel, Side-job, Medium\_Orgsize, Professioneel, Part-time, Zscore: Tenure
- c. Predictors: (Constant), Zscore: Age, male, Large\_Orgsize, Topmanager, other\_sexe, Administratiefpersoneel, Technischpersoneel, Side-job, Medium\_Orgsize, Professioneel, Part-time, Zscore: Tenure, Zscore: Organizational identification
- d. Predictors: (Constant), Zscore: Age, Zscore: Tenure, Large\_Orgsize, Technischpersoneel, Topmanager, Administratiefpersoneel, Part-time, Professioneel, male, Medium\_Orgsize, Side-job
- e. Predictors: (Constant), Zscore: Age, Zscore: Tenure, Large\_Orgsize, Technischpersoneel, Topmanager, Administratiefpersoneel, Part-time, Professioneel, male, Medium\_Orgsize, Side-job, Zscore: Organizational identification

|                               |                               | Coefficients <sup>a</sup>   |            |                           |        |                                 |             |              |            |         |                         |           |       |       |  |  |  |  |
|-------------------------------|-------------------------------|-----------------------------|------------|---------------------------|--------|---------------------------------|-------------|--------------|------------|---------|-------------------------|-----------|-------|-------|--|--|--|--|
| Contracttype                  | Model                         | Unstandardized Coefficients |            | Standardized Coefficients |        | 95,0% Confidence Interval for B |             | Correlations |            |         | Collinearity Statistics |           |       |       |  |  |  |  |
|                               |                               | B                           | Std. Error | Beta                      | t      | Sig.                            | Lower Bound | Upper Bound  | Zero-order | Partial | Part                    | Tolerance | VIF   |       |  |  |  |  |
| permanent                     | 1                             | (Constant)                  | 5,384      | ,124                      |        | 43,329                          | ,000        | 5,139        | 5,628      |         |                         |           |       |       |  |  |  |  |
|                               |                               | Medium_Orgsize              | -,304      | ,122                      | -,155  | -2,498                          | ,013        | -,544        | -,065      | -,012   | -,143                   | -,130     | ,704  | 1,421 |  |  |  |  |
|                               |                               | Large_Orgsize               | -,445      | ,096                      | -,290  | -4,620                          | ,000        | -,634        | -,255      | -,179   | -,258                   | -,241     | ,692  | 1,444 |  |  |  |  |
|                               |                               | Technischpersoneel          | -,504      | ,224                      | -,131  | -2,250                          | ,025        | -,944        | -,063      | -,086   | -,129                   | -,117     | ,801  | 1,248 |  |  |  |  |
|                               |                               | Administratiefpersoneel     | ,045       | ,127                      | ,021   | ,351                            | ,726        | -,206        | ,295       | ,007    | ,020                    | ,018      | ,771  | 1,297 |  |  |  |  |
|                               |                               | Professioneel               | ,077       | ,102                      | ,047   | ,760                            | ,448        | -,123        | ,278       | ,056    | ,044                    | ,040      | ,705  | 1,418 |  |  |  |  |
|                               |                               | Topmanager                  | ,169       | ,133                      | ,076   | 1,274                           | ,204        | -,092        | ,430       | ,106    | ,073                    | ,066      | ,768  | 1,303 |  |  |  |  |
|                               |                               | Part-time                   | -,001      | ,097                      | -,001  | -,008                           | ,994        | -,193        | ,191       | ,007    | ,000                    | ,000      | ,687  | 1,455 |  |  |  |  |
|                               |                               | Side-job                    | -,418      | ,170                      | -,148  | -2,453                          | ,015        | -,753        | -,083      | -,136   | -,140                   | -,128     | ,749  | 1,336 |  |  |  |  |
|                               |                               | male                        | ,185       | ,096                      | ,118   | 1,932                           | ,054        | -,003        | ,373       | ,116    | ,111                    | ,101      | ,731  | 1,368 |  |  |  |  |
|                               |                               | other_sexe                  | -1,318     | ,297                      | -,236  | -4,434                          | ,000        | -1,903       | -,733      | -,281   | -,248                   | -,231     | ,962  | 1,040 |  |  |  |  |
|                               |                               | Zscore: Tenure              | ,098       | ,050                      | ,138   | 1,967                           | ,050        | ,000         | ,197       | ,100    | ,113                    | ,103      | ,553  | 1,808 |  |  |  |  |
|                               |                               | Zscore: Age                 | -,048      | ,057                      | -,060  | -,834                           | ,405        | -,161        | ,065       | ,065    | -,048                   | -,044     | ,522  | 1,917 |  |  |  |  |
|                               |                               | (Constant)                  | 5,236      | ,113                      |        | 46,213                          | ,000        | 5,013        | 5,459      |         |                         |           |       |       |  |  |  |  |
|                               |                               | Medium_Orgsize              | -,197      | ,110                      | -,100  | -1,781                          | ,076        | -,414        | ,021       | -,012   | -,103                   | -,084     | ,694  | 1,440 |  |  |  |  |
|                               |                               | Large_Orgsize               | -,264      | ,089                      | -,172  | -2,954                          | ,003        | -,440        | -,088      | -,179   | -,169                   | -,139     | ,652  | 1,533 |  |  |  |  |
|                               |                               | Technischpersoneel          | -,305      | ,203                      | -,080  | -1,505                          | ,133        | -,705        | ,094       | -,086   | -,087                   | -,071     | ,790  | 1,265 |  |  |  |  |
|                               | Administratiefpersoneel       | ,128                        | ,115       | ,060                      | 1,111  | ,267                            | -,099       | ,355         | ,007       | ,064    | ,052                    | ,766      | 1,306 |       |  |  |  |  |
|                               | Professioneel                 | ,048                        | ,092       | ,029                      | ,518   | ,605                            | -,133       | ,228         | ,056       | ,030    | ,024                    | ,704      | 1,420 |       |  |  |  |  |
|                               | Topmanager                    | ,127                        | ,119       | ,057                      | 1,067  | ,287                            | -,108       | ,363         | ,106       | ,062    | ,050                    | ,766      | 1,305 |       |  |  |  |  |
|                               | Part-time                     | -,021                       | ,088       | -,013                     | -,234  | ,815                            | -,193       | ,152         | ,007       | -,014   | -,011                   | ,687      | 1,457 |       |  |  |  |  |
|                               | Side-job                      | -,313                       | ,154       | -,111                     | -2,029 | ,043                            | -,616       | -,009        | -,136      | -,117   | -,095                   | ,744      | 1,345 |       |  |  |  |  |
|                               | male                          | ,188                        | ,086       | ,120                      | 2,177  | ,030                            | ,018        | ,357         | ,116       | ,125    | ,102                    | ,731      | 1,368 |       |  |  |  |  |
|                               | other_sexe                    | -,853                       | ,273       | -,153                     | -3,119 | ,002                            | -1,391      | -,315        | -,281      | -,178   | -,147                   | ,922      | 1,084 |       |  |  |  |  |
|                               | Zscore: Tenure                | ,094                        | ,045       | ,131                      | 2,080  | ,038                            | ,005        | ,183         | ,100       | ,120    | ,098                    | ,553      | 1,809 |       |  |  |  |  |
|                               | Zscore: Age                   | -,066                       | ,052       | -,083                     | -1,269 | ,205                            | -,168       | ,036         | ,065       | -,073   | -,060                   | ,521      | 1,921 |       |  |  |  |  |
| Organizational identification | ,340                          | ,041                        | ,424       | 8,398                     | ,000   | ,261                            | ,420        | ,507         | ,437       | ,395    | ,866                    | 1,155     |       |       |  |  |  |  |
| temporary                     | 1                             | (Constant)                  | 5,170      | ,335                      |        | 15,423                          | ,000        | 4,509        | 5,832      |         |                         |           |       |       |  |  |  |  |
|                               |                               | Medium_Orgsize              | -,241      | ,184                      | -,101  | -1,308                          | ,192        | -,605        | ,123       | -,063   | -,098                   | -,094     | ,869  | 1,151 |  |  |  |  |
|                               |                               | Large_Orgsize               | -,295      | ,148                      | -,155  | -1,997                          | ,047        | -,586        | -,004      | -,083   | -,148                   | -,143     | ,858  | 1,165 |  |  |  |  |
|                               |                               | Technischpersoneel          | -,183      | ,388                      | -,036  | -,473                           | ,637        | -,948        | ,581       | -,046   | -,035                   | -,034     | ,879  | 1,138 |  |  |  |  |
|                               |                               | Administratiefpersoneel     | -,016      | ,191                      | -,006  | -,085                           | ,933        | -,394        | ,362       | -,053   | -,006                   | -,006     | ,903  | 1,107 |  |  |  |  |
|                               |                               | Professioneel               | ,189       | ,192                      | ,081   | ,987                            | ,325        | -,189        | ,567       | ,134    | ,074                    | ,071      | ,766  | 1,306 |  |  |  |  |
|                               |                               | Topmanager                  | ,310       | ,320                      | ,074   | ,967                            | ,335        | -,322        | ,941       | ,069    | ,072                    | ,069      | ,873  | 1,146 |  |  |  |  |
|                               |                               | Part-time                   | ,146       | ,172                      | ,073   | ,850                            | ,397        | -,193        | ,485       | ,124    | ,064                    | ,061      | ,698  | 1,434 |  |  |  |  |
|                               |                               | Side-job                    | -,260      | ,187                      | -,144  | -1,395                          | ,165        | -,629        | ,108       | -,172   | -,104                   | -,100     | ,484  | 2,064 |  |  |  |  |
|                               |                               | male                        | ,080       | ,156                      | ,041   | ,517                            | ,606        | -,227        | ,387       | ,057    | ,039                    | ,037      | ,820  | 1,220 |  |  |  |  |
|                               |                               | Zscore: Tenure              | ,660       | ,397                      | ,123   | 1,662                           | ,098        | -,124        | 1,443      | ,092    | ,124                    | ,119      | ,946  | 1,057 |  |  |  |  |
|                               |                               | Zscore: Age                 | -,062      | ,133                      | -,037  | -,463                           | ,644        | -,325        | ,201       | ,032    | -,035                   | -,033     | ,816  | 1,226 |  |  |  |  |
|                               |                               | (Constant)                  | 4,935      | ,237                      |        | 20,846                          | ,000        | 4,468        | 5,403      |         |                         |           |       |       |  |  |  |  |
|                               |                               | Medium_Orgsize              | -,119      | ,130                      | -,049  | -,910                           | ,364        | -,376        | ,138       | -,063   | -,068                   | -,046     | ,864  | 1,157 |  |  |  |  |
|                               |                               | Large_Orgsize               | ,047       | ,107                      | ,025   | ,437                            | ,662        | -,164        | ,258       | -,083   | ,033                    | ,022      | ,810  | 1,234 |  |  |  |  |
|                               |                               | Technischpersoneel          | ,229       | ,275                      | ,045   | ,835                            | ,405        | -,313        | ,771       | -,046   | ,063                    | ,042      | ,868  | 1,153 |  |  |  |  |
|                               |                               | Administratiefpersoneel     | ,208       | ,136                      | ,082   | 1,529                           | ,128        | -,060        | ,476       | -,053   | ,114                    | ,077      | ,890  | 1,124 |  |  |  |  |
|                               | Professioneel                 | -,004                       | ,136       | -,002                     | -,030  | ,976                            | -,272       | ,264         | ,134       | -,002   | -,002                   | ,757      | 1,321 |       |  |  |  |  |
|                               | Topmanager                    | ,208                        | ,226       | ,050                      | ,920   | ,359                            | -,238       | ,653         | ,069       | ,069    | ,047                    | ,872      | 1,147 |       |  |  |  |  |
|                               | Part-time                     | ,030                        | ,121       | ,015                      | ,251   | ,802                            | -,209       | ,270         | ,124       | ,019    | ,013                    | ,694      | 1,441 |       |  |  |  |  |
|                               | Side-job                      | -,193                       | ,132       | -,107                     | -1,469 | ,144                            | -,453       | ,066         | -,172      | -,110   | -,074                   | ,484      | 2,067 |       |  |  |  |  |
|                               | male                          | ,106                        | ,110       | ,054                      | ,963   | ,337                            | -,111       | ,322         | ,057       | ,072    | ,049                    | ,819      | 1,220 |       |  |  |  |  |
|                               | Zscore: Tenure                | ,377                        | ,280       | ,070                      | 1,344  | ,181                            | -,176       | ,930         | ,092       | ,101    | ,068                    | ,941      | 1,063 |       |  |  |  |  |
|                               | Zscore: Age                   | -,050                       | ,094       | -,030                     | -,533  | ,595                            | -,235       | ,135         | ,032       | -,040   | -,027                   | ,816      | 1,226 |       |  |  |  |  |
|                               | Organizational identification | ,610                        | ,045       | ,725                      | 13,481 | ,000                            | ,520        | ,699         | ,719       | ,712    | ,681                    | ,884      | 1,131 |       |  |  |  |  |

a. Dependent Variable: Organizational commitment

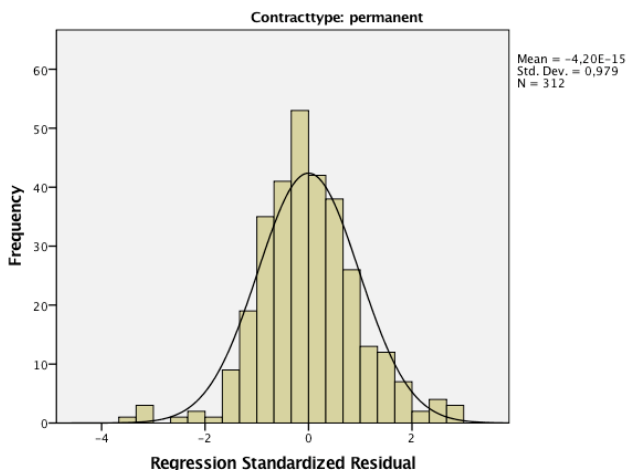
### Residuals Statistics<sup>a</sup>

| Contracttype |                      | Minimum | Maximum | Mean | Std. Deviation | N   |
|--------------|----------------------|---------|---------|------|----------------|-----|
| permanent    | Predicted Value      | 2,51    | 6,10    | 5,16 | ,449           | 312 |
|              | Residual             | -2,303  | 1,879   | ,000 | ,623           | 312 |
|              | Std. Predicted Value | -5,915  | 2,079   | ,000 | 1,000          | 312 |
|              | Std. Residual        | -3,616  | 2,950   | ,000 | ,979           | 312 |
| temporary    | Predicted Value      | 2,42    | 6,04    | 4,64 | ,657           | 190 |
|              | Residual             | -2,307  | 1,900   | ,000 | ,597           | 190 |
|              | Std. Predicted Value | -3,384  | 2,135   | ,000 | 1,000          | 190 |
|              | Std. Residual        | -3,741  | 3,080   | ,000 | ,968           | 190 |

a. Dependent Variable: Organizational commitment

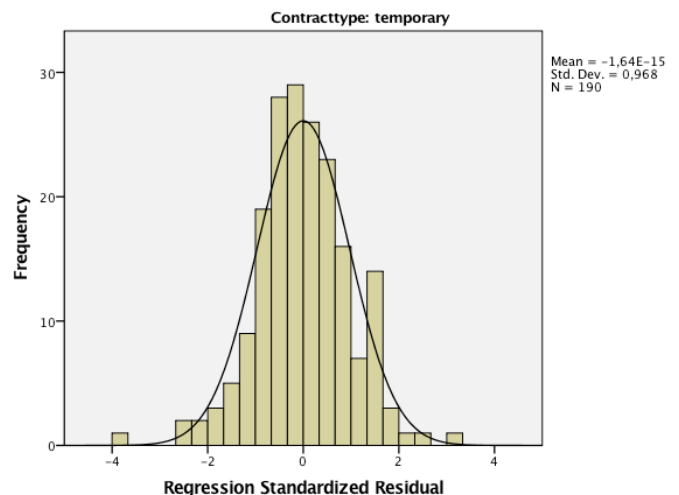
### Histogram

Dependent Variable: Organizational commitment

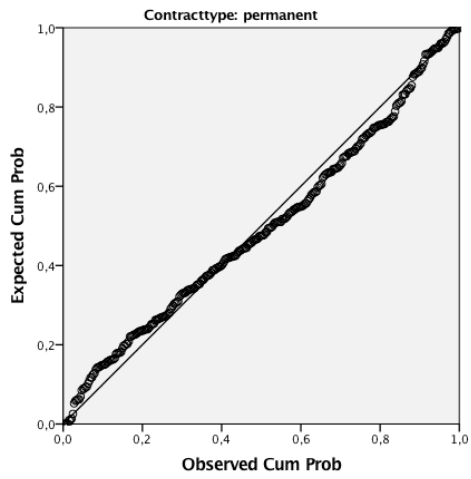


### Histogram

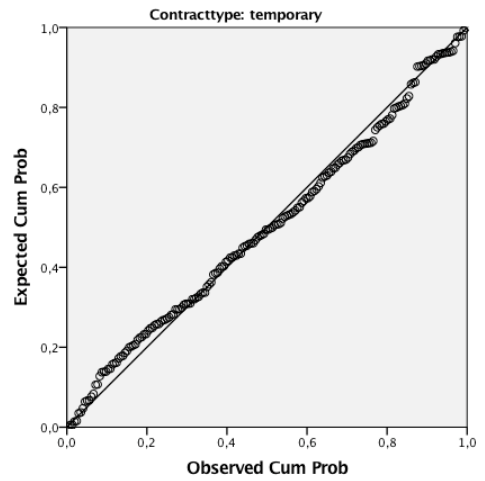
Dependent Variable: Organizational commitment



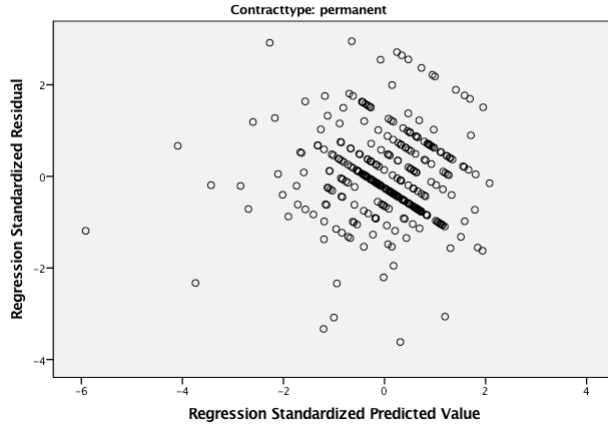
Normal P-P Plot of Regression Standardized Residual  
Dependent Variable: Organizational commitment



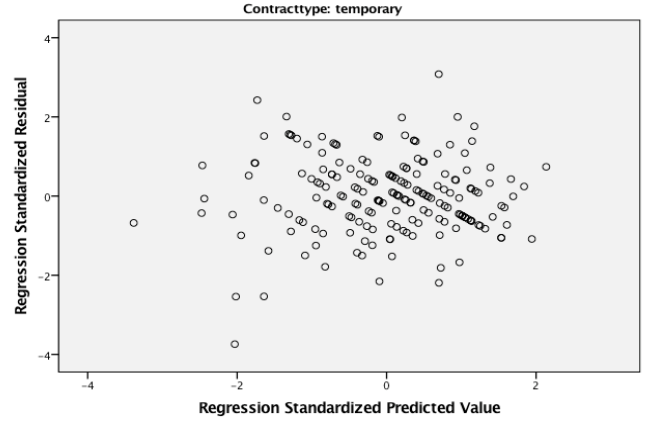
Normal P-P Plot of Regression Standardized Residual  
Dependent Variable: Organizational commitment



Scatterplot  
Dependent Variable: Organizational commitment



Scatterplot  
Dependent Variable: Organizational commitment



## Appendix 14: Step 3 moderated mediation analysis hypothesis 6

Model Summary<sup>d</sup>

| Contracttype | Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          |     |     |               | Durbin-Watson |
|--------------|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|---------------|
|              |       |                   |          |                   |                            | R Square Change   | F Change | df1 | df2 | Sig. F Change |               |
| permanent    | 1     | ,314 <sup>a</sup> | ,099     | ,063              | 1,279                      | ,099              | 2,734    | 12  | 299 | ,002          | 1,982         |
|              | 2     | ,417 <sup>b</sup> | ,174     | ,137              | 1,227                      | ,075              | 26,921   | 1   | 298 | ,000          |               |
|              | 3     | ,460 <sup>c</sup> | ,212     | ,175              | 1,200                      | ,038              | 14,425   | 1   | 297 | ,000          |               |
| temporary    | 1     | ,222 <sup>e</sup> | ,049     | -,010             | 1,677                      | ,049              | ,837     | 11  | 178 | ,603          | 1,801         |
|              | 2     | ,551 <sup>f</sup> | ,304     | ,257              | 1,439                      | ,255              | 64,761   | 1   | 177 | ,000          |               |
|              | 3     | ,645 <sup>g</sup> | ,415     | ,372              | 1,322                      | ,112              | 33,602   | 1   | 176 | ,000          |               |

- a. Predictors: (Constant), Zscore: Age, male, Large\_Orgsize, Topmanager, other\_sexe, Administratiefpersoneel, Technischpersoneel, Side-job, Medium\_Orgsize, Professioneel, Part-time, Zscore: Tenure
- b. Predictors: (Constant), Zscore: Age, male, Large\_Orgsize, Topmanager, other\_sexe, Administratiefpersoneel, Technischpersoneel, Side-job, Medium\_Orgsize, Professioneel, Part-time, Zscore: Tenure, Zscore: Organizational identification
- c. Predictors: (Constant), Zscore: Age, male, Large\_Orgsize, Topmanager, other\_sexe, Administratiefpersoneel, Technischpersoneel, Side-job, Medium\_Orgsize, Professioneel, Part-time, Zscore: Tenure, Zscore: Organizational identification, Zscore: Organizational commitment
- d. Dependent Variable: Turnover intentions
- e. Predictors: (Constant), Zscore: Age, Zscore: Tenure, Large\_Orgsize, Technischpersoneel, Topmanager, Administratiefpersoneel, Part-time, Professioneel, male, Medium\_Orgsize, Side-job
- f. Predictors: (Constant), Zscore: Age, Zscore: Tenure, Large\_Orgsize, Technischpersoneel, Topmanager, Administratiefpersoneel, Part-time, Professioneel, male, Medium\_Orgsize, Side-job, Zscore: Organizational identification
- g. Predictors: (Constant), Zscore: Age, Zscore: Tenure, Large\_Orgsize, Technischpersoneel, Topmanager, Administratiefpersoneel, Part-time, Professioneel, male, Medium\_Orgsize, Side-job, Zscore: Organizational identification, Zscore: Organizational commitment

ANOVA<sup>a</sup>

| Contracttype | Model      |            | Sum of Squares | df     | Mean Square | F                 | Sig.              |
|--------------|------------|------------|----------------|--------|-------------|-------------------|-------------------|
| permanent    | 1          | Regression | 53,682         | 12     | 4,473       | 2,734             | ,002 <sup>b</sup> |
|              |            | Residual   | 489,221        | 299    | 1,636       |                   |                   |
|              |            | Total      | 542,903        | 311    |             |                   |                   |
|              | 2          | Regression | 94,215         | 13     | 7,247       | 4,813             | ,000 <sup>c</sup> |
|              |            | Residual   | 448,688        | 298    | 1,506       |                   |                   |
|              |            | Total      | 542,903        | 311    |             |                   |                   |
| 3            | Regression | 114,998    | 14             | 8,214  | 5,701       | ,000 <sup>d</sup> |                   |
|              | Residual   | 427,905    | 297            | 1,441  |             |                   |                   |
|              | Total      | 542,903    | 311            |        |             |                   |                   |
| temporary    | 1          | Regression | 25,900         | 11     | 2,355       | ,837              | ,603 <sup>e</sup> |
|              |            | Residual   | 500,678        | 178    | 2,813       |                   |                   |
|              |            | Total      | 526,579        | 189    |             |                   |                   |
|              | 2          | Regression | 160,019        | 12     | 13,335      | 6,439             | ,000 <sup>f</sup> |
|              |            | Residual   | 366,560        | 177    | 2,071       |                   |                   |
|              |            | Total      | 526,579        | 189    |             |                   |                   |
| 3            | Regression | 218,783    | 13             | 16,829 | 9,623       | ,000 <sup>g</sup> |                   |
|              | Residual   | 307,796    | 176            | 1,749  |             |                   |                   |
|              | Total      | 526,579    | 189            |        |             |                   |                   |

- a. Dependent Variable: Turnover intentions
- b. Predictors: (Constant), Zscore: Age, male, Large\_Orgsize, Topmanager, other\_sexe, Administratiefpersoneel, Technischpersoneel, Side-job, Medium\_Orgsize, Professioneel, Part-time, Zscore: Tenure
- c. Predictors: (Constant), Zscore: Age, male, Large\_Orgsize, Topmanager, other\_sexe, Administratiefpersoneel, Technischpersoneel, Side-job, Medium\_Orgsize, Professioneel, Part-time, Zscore: Tenure, Zscore: Organizational identification
- d. Predictors: (Constant), Zscore: Age, male, Large\_Orgsize, Topmanager, other\_sexe, Administratiefpersoneel, Technischpersoneel, Side-job, Medium\_Orgsize, Professioneel, Part-time, Zscore: Tenure, Zscore: Organizational identification, Zscore: Organizational commitment
- e. Predictors: (Constant), Zscore: Age, Zscore: Tenure, Large\_Orgsize, Technischpersoneel, Topmanager, Administratiefpersoneel, Part-time, Professioneel, male, Medium\_Orgsize, Side-job
- f. Predictors: (Constant), Zscore: Age, Zscore: Tenure, Large\_Orgsize, Technischpersoneel, Topmanager, Administratiefpersoneel, Part-time, Professioneel, male, Medium\_Orgsize, Side-job, Zscore: Organizational identification
- g. Predictors: (Constant), Zscore: Age, Zscore: Tenure, Large\_Orgsize, Technischpersoneel, Topmanager, Administratiefpersoneel, Part-time, Professioneel, male, Medium\_Orgsize, Side-job, Zscore: Organizational identification, Zscore: Organizational commitment

**Coefficients<sup>a</sup>**

| Contracttype                          | Model                                 | Unstandardized Coefficients |            | Standardized Coefficients |        | t      | Sig.   | 95.0% Confidence Interval for B |             | Correlations |         |       | Collinearity Statistics |       |  |
|---------------------------------------|---------------------------------------|-----------------------------|------------|---------------------------|--------|--------|--------|---------------------------------|-------------|--------------|---------|-------|-------------------------|-------|--|
|                                       |                                       | B                           | Std. Error | Beta                      | t      |        |        | Lower Bound                     | Upper Bound | Zero-order   | Partial | Part  | Tolerance               | VIF   |  |
| permanent                             | 1                                     | (Constant)                  | 2,789      | ,225                      |        | 12,409 | ,000   | 2,347                           | 3,232       |              |         |       |                         |       |  |
|                                       |                                       | Medium_Orgsize              | ,032       | ,220                      | ,010   | ,147   | ,883   | -.401                           | ,466        | ,014         | -.009   | ,008  | ,704                    | 1,421 |  |
|                                       |                                       | Large_Orgsize               | -.135      | ,174                      | -.051  | -.772  | ,441   | -.477                           | ,208        | -.072        | -.045   | -.042 | ,692                    | 1,444 |  |
|                                       |                                       | Technischpersoneel          | -.085      | ,405                      | -.013  | -.210  | ,834   | -.882                           | ,712        | -.068        | -.012   | -.012 | ,801                    | 1,248 |  |
|                                       |                                       | Administratiefpersoneel     | -.201      | ,231                      | -.055  | -.874  | ,383   | -.655                           | ,252        | -.090        | -.050   | -.048 | ,771                    | 1,297 |  |
|                                       |                                       | Professioneel               | ,088       | ,184                      | ,031   | ,478   | ,633   | -.275                           | ,451        | -.011        | ,028    | ,026  | ,705                    | 1,418 |  |
|                                       |                                       | Topmanager                  | ,615       | ,240                      | ,161   | 2,567  | ,011   | ,144                            | 1,087       | ,126         | ,147    | ,141  | ,768                    | 1,303 |  |
|                                       |                                       | Part-time                   | ,061       | ,176                      | ,023   | ,347   | ,729   | -.286                           | ,408        | -.018        | ,020    | ,019  | ,687                    | 1,455 |  |
|                                       |                                       | Side-job                    | ,395       | ,308                      | ,081   | 1,281  | ,201   | -.212                           | 1,002       | ,152         | ,074    | ,070  | ,749                    | 1,336 |  |
|                                       |                                       | male                        | -.288      | ,173                      | -.107  | -1,663 | ,097   | -.629                           | ,053        | -.110        | -.096   | -.091 | ,731                    | 1,368 |  |
|                                       | other_sexe                            | ,597                        | ,538       | ,062                      | 1,110  | ,268   | -.461  | 1,655                           | ,078        | ,064         | ,061    | ,962  | 1,040                   |       |  |
|                                       | Zscore: Tenure                        | -.098                       | ,091       | -.080                     | -1,079 | ,281   | -.276  | ,080                            | -.163       | -.062        | -.059   | ,553  | 1,808                   |       |  |
|                                       | Zscore: Age                           | -.179                       | ,104       | -.131                     | -1,722 | ,086   | -.383  | ,026                            | -.213       | -.099        | -.095   | ,522  | 1,917                   |       |  |
|                                       | 2                                     | (Constant)                  | 2,965      | ,218                      |        | 13,585 | ,000   | 2,536                           | 3,395       |              |         |       |                         |       |  |
|                                       |                                       | Medium_Orgsize              | -.096      | ,213                      | -.028  | -.449  | ,654   | -.515                           | ,323        | ,014         | -.026   | -.024 | ,694                    | 1,440 |  |
|                                       |                                       | Large_Orgsize               | -.350      | ,172                      | -.132  | -2,032 | ,043   | -.689                           | -.011       | -.072        | -.117   | -.107 | ,652                    | 1,533 |  |
|                                       |                                       | Technischpersoneel          | -.321      | ,391                      | -.049  | -.821  | ,413   | -1,090                          | ,449        | -.068        | -.047   | -.043 | ,790                    | 1,265 |  |
|                                       |                                       | Administratiefpersoneel     | -.301      | ,222                      | -.082  | -1,355 | ,177   | -.737                           | ,136        | -.090        | -.078   | -.071 | ,766                    | 1,306 |  |
|                                       |                                       | Professioneel               | ,124       | ,177                      | ,044   | ,699   | ,485   | -.225                           | ,472        | -.011        | ,040    | ,037  | ,704                    | 1,420 |  |
|                                       |                                       | Topmanager                  | ,665       | ,230                      | ,174   | 2,887  | ,004   | ,212                            | 1,118       | ,126         | ,165    | ,152  | ,766                    | 1,305 |  |
|                                       |                                       | Part-time                   | ,085       | ,169                      | ,032   | ,500   | ,617   | -.248                           | ,418        | -.018        | ,029    | ,026  | ,687                    | 1,457 |  |
|                                       |                                       | Side-job                    | ,269       | ,297                      | ,055   | ,908   | ,365   | -.315                           | ,853        | -.152        | ,053    | ,048  | ,744                    | 1,345 |  |
|                                       |                                       | male                        | -.291      | ,166                      | -.108  | -1,753 | ,081   | -.618                           | ,036        | -.110        | -.101   | -.092 | ,731                    | 1,368 |  |
|                                       | other_sexe                            | ,043                        | ,527       | ,004                      | ,082   | ,935   | -.993  | 1,080                           | ,078        | ,005         | ,004    | ,922  | 1,084                   |       |  |
|                                       | Zscore: Tenure                        | -.092                       | ,087       | -.075                     | -1,061 | ,290   | -.263  | ,079                            | -.163       | -.061        | -.056   | ,553  | 1,809                   |       |  |
|                                       | Zscore: Age                           | -.158                       | ,100       | -.115                     | -1,581 | ,115   | -.354  | ,039                            | -.213       | -.091        | -.083   | ,521  | 1,921                   |       |  |
|                                       | Zscore: Organizational identification | -.405                       | ,078       | -.294                     | -5,189 | ,000   | -.559  | -.252                           | -.257       | -.288        | -.273   | ,866  | 1,155                   |       |  |
|                                       | 3                                     | (Constant)                  | 3,078      | ,216                      |        | 14,277 | ,000   | 2,653                           | 3,502       |              |         |       |                         |       |  |
|                                       |                                       | Medium_Orgsize              | -.177      | ,209                      | -.053  | -.846  | ,398   | -.589                           | ,235        | ,014         | -.049   | -.044 | ,687                    | 1,455 |  |
|                                       |                                       | Large_Orgsize               | -.459      | ,171                      | -.174  | -2,688 | ,008   | -.796                           | -.123       | -.072        | -.154   | -.138 | ,634                    | 1,578 |  |
| Technischpersoneel                    |                                       | -.448                       | ,384       | -.068                     | -1,166 | ,245   | -1,203 | ,308                            | -.068       | -.067        | -.060   | ,784  | 1,275                   |       |  |
| Administratiefpersoneel               |                                       | -.248                       | ,218       | -.067                     | -1,138 | ,256   | -.676  | ,181                            | -.090       | -.066        | -.059   | ,762  | 1,312                   |       |  |
| Professioneel                         |                                       | ,143                        | ,173       | ,051                      | ,828   | ,408   | -.197  | ,484                            | -.011       | ,048         | ,043    | ,704  | 1,421                   |       |  |
| Topmanager                            |                                       | ,717                        | ,226       | ,187                      | 3,180  | ,002   | ,274   | 1,161                           | ,126        | ,181         | ,164    | ,764  | 1,310                   |       |  |
| Part-time                             |                                       | ,076                        | ,166       | ,029                      | ,460   | ,646   | -.250  | ,402                            | -.018       | ,027         | ,024    | ,686  | 1,457                   |       |  |
| Side-job                              |                                       | ,140                        | ,292       | ,029                      | ,478   | ,633   | -.435  | ,715                            | ,152        | ,028         | ,025    | ,733  | 1,363                   |       |  |
| male                                  |                                       | -.213                       | ,164       | -.079                     | -1,303 | ,194   | -.536  | ,109                            | -.110       | -.075        | -.067   | ,719  | 1,390                   |       |  |
| other_sexe                            | -.310                                 | ,524                        | -.032      | -.593                     | ,554   | -1,341 | ,720   | ,078                            | -.034       | -.031        | ,893    | 1,120 |                         |       |  |
| Zscore: Tenure                        | -.053                                 | ,086                        | -.043      | -.622                     | ,534   | -.222  | ,115   | -.115                           | -.036       | -.032        | ,545    | 1,835 |                         |       |  |
| Zscore: Age                           | -.185                                 | ,098                        | -.135      | -1,890                    | ,060   | -.377  | ,008   | -.213                           | -.109       | -.097        | ,518    | 1,931 |                         |       |  |
| Zscore: Organizational identification | -.264                                 | ,085                        | -.191      | -3,108                    | ,002   | -.431  | -.097  | -.257                           | -.177       | -.160        | ,700    | 1,428 |                         |       |  |
| Zscore: Organizational commitment     | -.354                                 | ,093                        | -.241      | -3,798                    | ,000   | -.537  | -.170  | -.295                           | -.215       | -.196        | ,659    | 1,518 |                         |       |  |
| temporary                             | 1                                     | (Constant)                  | 4,331      | ,642                      |        | 6,746  | ,000   | 3,064                           | 5,598       |              |         |       |                         |       |  |
|                                       |                                       | Medium_Orgsize              | -.311      | ,353                      | -.069  | -.881  | ,380   | -1,008                          | ,386        | -.034        | -.066   | -.064 | ,869                    | 1,151 |  |
|                                       |                                       | Large_Orgsize               | -.239      | ,283                      | -.067  | -.844  | ,400   | -.796                           | ,319        | -.045        | -.063   | -.062 | ,858                    | 1,165 |  |
|                                       |                                       | Technischpersoneel          | -.323      | ,742                      | -.034  | -.435  | ,664   | -1,788                          | 1,142       | -.068        | -.033   | -.032 | ,879                    | 1,138 |  |
|                                       |                                       | Administratiefpersoneel     | ,138       | ,367                      | ,029   | ,378   | ,706   | -.585                           | ,862        | ,042         | ,028    | ,028  | ,903                    | 1,107 |  |
|                                       |                                       | Professioneel               | -.206      | ,367                      | -.047  | -.561  | ,576   | -.930                           | ,519        | -.057        | -.042   | -.041 | ,766                    | 1,306 |  |
|                                       |                                       | Topmanager                  | ,359       | ,613                      | ,046   | ,586   | ,558   | -.850                           | 1,569       | ,043         | ,044    | ,043  | ,873                    | 1,146 |  |
|                                       |                                       | Part-time                   | -.326      | ,329                      | -.087  | -.992  | ,323   | -.975                           | ,323        | -.096        | -.074   | -.073 | ,698                    | 1,434 |  |
|                                       |                                       | Side-job                    | ,023       | ,358                      | ,007   | ,064   | ,949   | -.683                           | ,729        | ,105         | ,005    | ,005  | ,484                    | 2,064 |  |
|                                       |                                       | male                        | -.399      | ,298                      | -.108  | -1,339 | ,182   | -.987                           | ,189        | -.134        | -.100   | -.098 | ,820                    | 1,220 |  |
|                                       | Zscore: Tenure                        | 1,066                       | ,760       | ,105                      | 1,401  | ,163   | -.435  | 2,566                           | ,116        | ,104         | ,102    | ,946  | 1,057                   |       |  |
|                                       | Zscore: Age                           | ,009                        | ,255       | ,003                      | ,034   | ,973   | -.495  | ,513                            | -.022       | ,003         | ,002    | ,816  | 1,226                   |       |  |
|                                       | 2                                     | (Constant)                  | 4,658      | ,552                      |        | 8,432  | ,000   | 3,568                           | 5,748       |              |         |       |                         |       |  |
|                                       |                                       | Medium_Orgsize              | -.482      | ,304                      | -.107  | -1,587 | ,114   | -1,082                          | ,118        | -.034        | -.118   | -.100 | ,864                    | 1,157 |  |
|                                       |                                       | Large_Orgsize               | -.714      | ,250                      | -.199  | -2,862 | ,005   | -1,207                          | -.222       | -.045        | -.210   | -.179 | ,810                    | 1,234 |  |
|                                       |                                       | Technischpersoneel          | -.898      | ,641                      | -.094  | -1,401 | ,163   | -2,163                          | ,367        | -.068        | -.105   | -.088 | ,868                    | 1,153 |  |
|                                       |                                       | Administratiefpersoneel     | -.174      | ,317                      | -.036  | -.547  | ,585   | -.799                           | ,452        | ,042         | -.041   | -.034 | ,890                    | 1,124 |  |
|                                       |                                       | Professioneel               | ,063       | ,317                      | ,014   | ,200   | ,842   | -.562                           | ,688        | -.057        | ,015    | ,013  | ,757                    | 1,321 |  |
|                                       |                                       | Topmanager                  | ,502       | ,526                      | ,064   | ,953   | ,342   | -.537                           | 1,540       | ,043         | ,071    | ,060  | ,872                    | 1,147 |  |
|                                       |                                       | Part-time                   | -.165      | ,283                      | -.044  | -.585  | ,560   | -.723                           | ,393        | -.096        | -.044   | -.037 | ,694                    | 1,441 |  |
|                                       |                                       | Side-job                    | -.070      | ,307                      | -.021  | -.229  | ,819   | -.676                           | ,536        | ,105         | -.017   | -.014 | ,484                    | 2,067 |  |
|                                       |                                       | male                        | -.434      | ,256                      | -.118  | -1,697 | ,091   | -.939                           | ,071        | -.134        | -.127   | -.106 | ,819                    | 1,220 |  |
|                                       | Zscore: Tenure                        | 1,459                       | ,654       | ,144                      | 2,231  | ,027   | ,168   | 2,750                           | ,116        | ,165         | ,140    | ,941  | 1,063                   |       |  |
|                                       | Zscore: Age                           | -.008                       | ,219       | -.002                     | -.035  | ,972   | -.440  | ,425                            | -.022       | -.003        | -.002   | ,816  | 1,226                   |       |  |
|                                       | Zscore: Organizational identification | -.849                       | ,105       | -.537                     | -8,047 | ,000   | -1,057 | -.641                           | -.466       | -.518        | -.505   | ,884  | 1,131                   |       |  |
|                                       | 3                                     | (Constant)                  | 4,630      | ,508                      |        | 9,120  | ,000   | 3,628                           | 5,631       |              |         |       |                         |       |  |
|                                       |                                       | Medium_Orgsize              | -.593      | ,280                      | -.132  | -2,118 | ,036   | -1,145                          | -.041       | -.034        | -.158   | -.122 | ,860                    | 1,162 |  |
|                                       |                                       | Large_Orgsize               | -.670      | ,229                      | -.187  | -2,922 | ,004   | -1,123                          | -.218       | -.045        | -.215   | -.168 | ,809                    | 1,236 |  |
|                                       |                                       | Technischpersoneel          | -.684      | ,590                      | -.072  | -1,159 | ,248   | -1,848                          | ,481        | -.068        | -.087   | -.067 | ,864                    | 1,157 |  |
|                                       |                                       | Administratiefpersoneel     | ,021       | ,293                      | ,004   | ,070   | ,944   | -.558                           | ,599        | ,042         | ,005    | ,004  | ,878                    | 1,139 |  |
| Professioneel                         |                                       | ,059                        | ,291       | ,014                      | ,204   | ,838   | -.515  | ,634                            | -.057       | ,015         | ,012    | ,757  | 1,321                   |       |  |
| Topmanager                            |                                       | ,695                        | ,485       | ,089                      | 1,435  | ,153   | -.261  | 1,652                           | ,043        | ,108         | ,083    | ,868  | 1,152                   |       |  |
| Part-time                             |                                       | -.137                       | ,260       | -.036                     | -.527  | ,599   | -.650  | ,376                            | -.096       | -.040        | -.030   | ,694  | 1,441                   |       |  |
| Side-job                              |                                       | -.251                       | ,284       | -.074                     | -.884  | ,378   | -.811  | ,309                            | ,105        | -.066        | -.051   | ,478  | 2,093                   |       |  |
| male                                  |                                       | -.335                       | ,236       | -.091                     | -1,423 | ,156   | -.800  | ,130                            | -.134       | -.107        | -.082   | ,815  | 1,227                   |       |  |
| Zscore: Tenure                        | 1,812                                 | ,604                        | ,179       | 2,998                     | ,003   | ,619   | 3,004  | ,116                            | ,220        | ,173         | ,932    | 1,073 |                         |       |  |
| Zscore: Age                           | -.054                                 | ,202                        | -.017      | -.270                     | ,788   | -.452  | ,343   | -.022                           | -.020       | -.016        | ,814    | 1,228 |                         |       |  |
| Zscore: Organizational identification | -.280                                 | ,138                        | -.177      | -2,025                    | ,044   | -.552  | -.007  | -.466                           | -.151       | -.117        | ,436    | 2,293 |                         |       |  |
| Zscore: Organizational commitment     | -.797                                 | ,137                        | -.497      | -5,797                    | ,000   | -1,068 | -.526  | -.570                           | -.400       | -.334        | ,452    | 2,211 |                         |       |  |

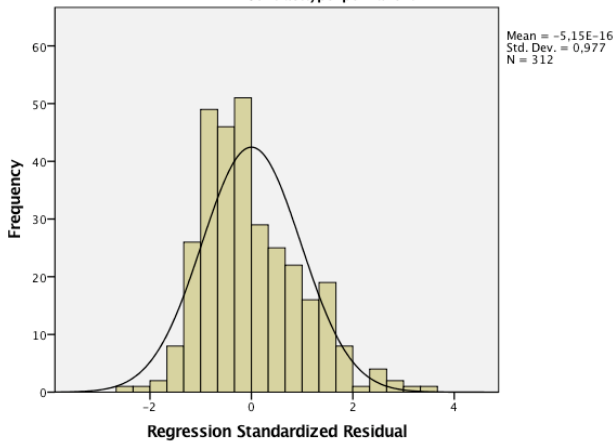
a. Dependent Variable: Turnover intentions

Residuals Statistics<sup>a</sup>

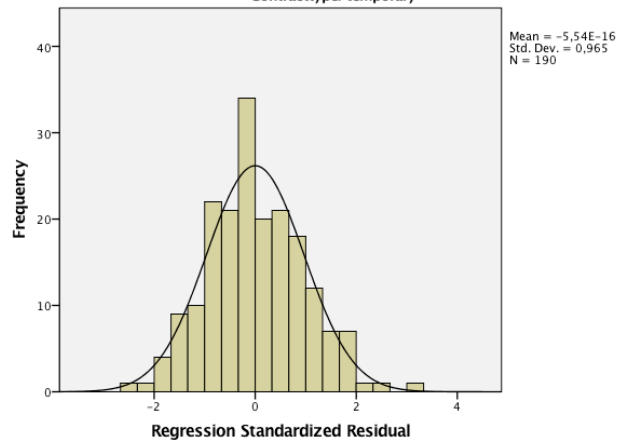
| Contracttype |                      | Minimum | Maximum | Mean | Std. Deviation | N   |
|--------------|----------------------|---------|---------|------|----------------|-----|
| permanent    | Predicted Value      | 1,33    | 5,13    | 2,64 | ,608           | 312 |
|              | Residual             | -3,091  | 4,125   | ,000 | 1,173          | 312 |
|              | Std. Predicted Value | -2,158  | 4,087   | ,000 | 1,000          | 312 |
|              | Std. Residual        | -2,575  | 3,437   | ,000 | ,977           | 312 |
| temporary    | Predicted Value      | 1,25    | 7,30    | 3,29 | 1,076          | 190 |
|              | Residual             | -3,446  | 4,308   | ,000 | 1,276          | 190 |
|              | Std. Predicted Value | -1,897  | 3,726   | ,000 | 1,000          | 190 |
|              | Std. Residual        | -2,606  | 3,258   | ,000 | ,965           | 190 |

a. Dependent Variable: Turnover intentions

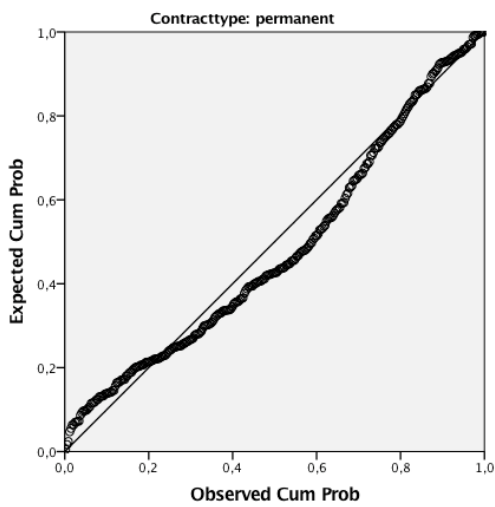
Histogram  
Dependent Variable: Turnover intentions  
Contracttype: permanent



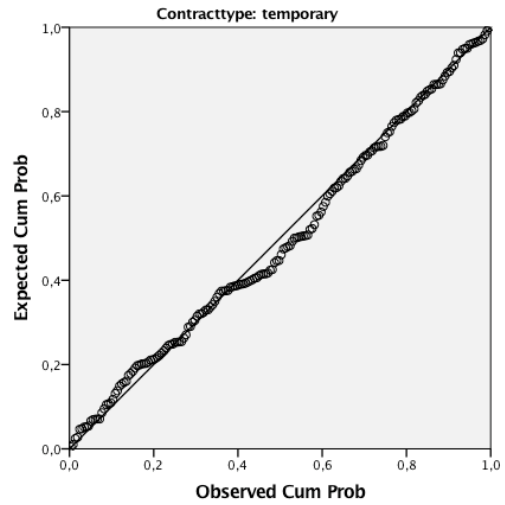
Histogram  
Dependent Variable: Turnover intentions  
Contracttype: temporary



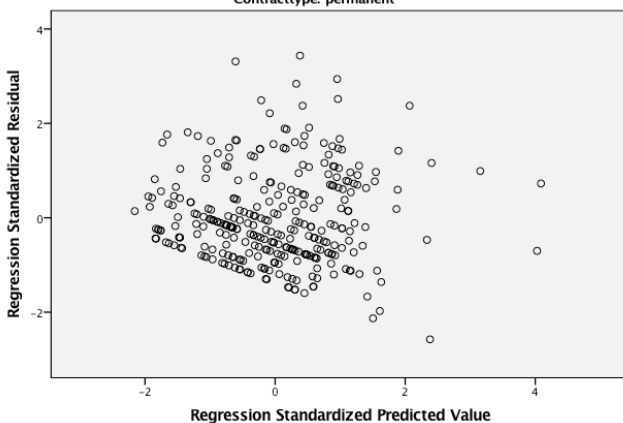
Normal P-P Plot of Regression Standardized Residual  
Dependent Variable: Turnover intentions  
Contracttype: permanent



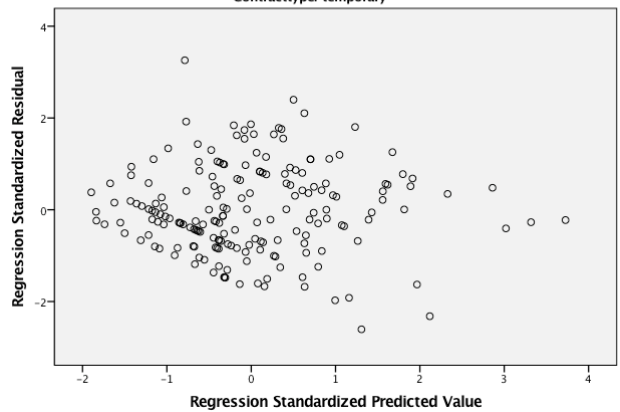
Normal P-P Plot of Regression Standardized Residual  
Dependent Variable: Turnover intentions  
Contracttype: temporary



Scatterplot  
Dependent Variable: Turnover intentions  
Contracttype: permanent



Scatterplot  
Dependent Variable: Turnover intentions  
Contracttype: temporary



## Appendix 15: Additional analyses hypothesis 6

Model Summary<sup>d</sup>

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          |     |     |               | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|---------------|
|       |                   |          |                   |                            | R Square Change   | F Change | df1 | df2 | Sig. F Change |               |
| 1     | ,414 <sup>a</sup> | ,172     | ,151              | ,786                       | ,172              | 8,448    | 12  | 489 | ,000          |               |
| 2     | ,676 <sup>b</sup> | ,457     | ,441              | ,638                       | ,285              | 127,646  | 2   | 487 | ,000          |               |
| 3     | ,688 <sup>c</sup> | ,473     | ,457              | ,629                       | ,017              | 15,385   | 1   | 486 | ,000          | 1,895         |

a. Predictors: (Constant), Zscore: Age, other\_sexe, Technischpersoneel, Administratiefpersoneel, Medium\_Orgsize, Topmanager, male, Part-time, Professioneel, Large\_Orgsize, Side-job, Zscore: Tenure

b. Predictors: (Constant), Zscore: Age, other\_sexe, Technischpersoneel, Administratiefpersoneel, Medium\_Orgsize, Topmanager, male, Part-time, Professioneel, Large\_Orgsize, Side-job, Zscore: Tenure, Zscore: Organizational identification, Contracttype

c. Predictors: (Constant), Zscore: Age, other\_sexe, Technischpersoneel, Administratiefpersoneel, Medium\_Orgsize, Topmanager, male, Part-time, Professioneel, Large\_Orgsize, Side-job, Zscore: Tenure, Zscore: Organizational identification, Contracttype, Interactieterm Ol\_Contract

d. Dependent Variable: Organizational commitment

ANOVA<sup>a</sup>

| Model |            | Sum of Squares | df  | Mean Square | F      | Sig.              |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1     | Regression | 62,583         | 12  | 5,215       | 8,448  | ,000 <sup>b</sup> |
|       | Residual   | 301,887        | 489 | ,617        |        |                   |
|       | Total      | 364,470        | 501 |             |        |                   |
| 2     | Regression | 166,409        | 14  | 11,886      | 29,227 | ,000 <sup>c</sup> |
|       | Residual   | 198,061        | 487 | ,407        |        |                   |
|       | Total      | 364,470        | 501 |             |        |                   |
| 3     | Regression | 172,486        | 15  | 11,499      | 29,110 | ,000 <sup>d</sup> |
|       | Residual   | 191,983        | 486 | ,395        |        |                   |
|       | Total      | 364,470        | 501 |             |        |                   |

a. Dependent Variable: Organizational commitment

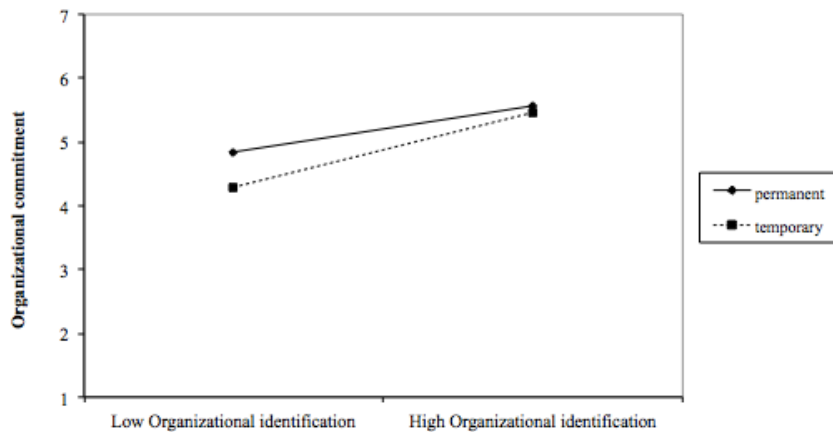
b. Predictors: (Constant), Zscore: Age, other\_sexe, Technischpersoneel, Administratiefpersoneel, Medium\_Orgsize, Topmanager, male, Part-time, Professioneel, Large\_Orgsize, Side-job, Zscore: Tenure

c. Predictors: (Constant), Zscore: Age, other\_sexe, Technischpersoneel, Administratiefpersoneel, Medium\_Orgsize, Topmanager, male, Part-time, Professioneel, Large\_Orgsize, Side-job, Zscore: Tenure, Zscore: Organizational identification, Contracttype

d. Predictors: (Constant), Zscore: Age, other\_sexe, Technischpersoneel, Administratiefpersoneel, Medium\_Orgsize, Topmanager, male, Part-time, Professioneel, Large\_Orgsize, Side-job, Zscore: Tenure, Zscore: Organizational identification, Contracttype, Interactieterm Ol\_Contract

| Coefficients <sup>a</sup>             |                                       |                             |            |                           |        |        |                                 |             |              |         |       |                         |       |       |  |  |  |
|---------------------------------------|---------------------------------------|-----------------------------|------------|---------------------------|--------|--------|---------------------------------|-------------|--------------|---------|-------|-------------------------|-------|-------|--|--|--|
| Model                                 |                                       | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig.   | 95,0% Confidence Interval for B |             | Correlations |         |       | Collinearity Statistics |       |       |  |  |  |
|                                       |                                       | B                           | Std. Error | Beta                      |        |        | Lower Bound                     | Upper Bound | Zero-order   | Partial | Part  | Tolerance               | VIF   |       |  |  |  |
| 1                                     | (Constant)                            | 5,111                       | ,103       |                           | 49,660 | ,000   | 4,909                           | 5,314       |              |         |       |                         |       |       |  |  |  |
|                                       | Medium_Orgsize                        | -,261                       | ,104       | -,117                     | -2,515 | ,012   | -,464                           | -,057       | -,021        | -,113   | -,104 | ,779                    | 1,284 |       |  |  |  |
|                                       | Large_Orgsize                         | -,344                       | ,082       | -,200                     | -4,200 | ,000   | -,505                           | -,183       | -,072        | -,187   | -,173 | ,743                    | 1,345 |       |  |  |  |
|                                       | Technischpersoneel                    | -,375                       | ,200       | -,084                     | -1,875 | ,061   | -,769                           | ,018        | -,059        | -,084   | -,077 | ,843                    | 1,187 |       |  |  |  |
|                                       | Administratiefpersoneel               | ,054                        | ,108       | ,022                      | ,496   | ,620   | -,159                           | ,266        | -,013        | ,022    | ,020  | ,835                    | 1,197 |       |  |  |  |
|                                       | Professioneel                         | ,175                        | ,092       | ,091                      | 1,905  | ,057   | -,005                           | ,356        | ,127         | ,086    | ,078  | ,741                    | 1,350 |       |  |  |  |
|                                       | Topmanager                            | ,268                        | ,128       | ,096                      | 2,091  | ,037   | ,016                            | ,520        | ,129         | ,094    | ,086  | ,806                    | 1,241 |       |  |  |  |
|                                       | Part-time                             | ,041                        | ,087       | ,023                      | ,475   | ,635   | -,130                           | ,213        | ,098         | ,021    | ,020  | ,694                    | 1,441 |       |  |  |  |
|                                       | Side-job                              | -,383                       | ,115       | -,179                     | -3,329 | ,001   | -,609                           | -,157       | -,248        | -,149   | -,137 | ,583                    | 1,716 |       |  |  |  |
|                                       | male                                  | ,169                        | ,082       | ,095                      | 2,046  | ,041   | ,007                            | ,331        | ,122         | ,092    | ,084  | ,791                    | 1,264 |       |  |  |  |
|                                       | other_sexe                            | -1,173                      | ,326       | -,150                     | -3,596 | ,000   | -1,814                          | -,532       | -,173        | -,161   | -,148 | ,979                    | 1,022 |       |  |  |  |
|                                       | Zscore: Tenure                        | ,151                        | ,051       | ,177                      | 2,981  | ,003   | ,052                            | ,251        | ,220         | ,134    | ,123  | ,479                    | 2,087 |       |  |  |  |
|                                       | Zscore: Age                           | ,012                        | ,054       | ,014                      | ,225   | ,822   | -,094                           | ,118        | ,208         | ,010    | ,009  | ,424                    | 2,360 |       |  |  |  |
|                                       | 2                                     | (Constant)                  | 5,128      | ,092                      |        | 55,904 | ,000                            | 4,948       | 5,308        |         |       |                         |       |       |  |  |  |
|                                       |                                       | Medium_Orgsize              | -,141      | ,085                      | -,064  | -1,670 | ,095                            | -,307       | ,025         | -,021   | -,075 | -,056                   | ,770  | 1,299 |  |  |  |
|                                       |                                       | Large_Orgsize               | -,130      | ,069                      | -,076  | -1,892 | ,059                            | -,265       | ,005         | -,072   | -,085 | -,063                   | ,696  | 1,436 |  |  |  |
|                                       |                                       | Technischpersoneel          | -,094      | ,164                      | -,021  | -,574  | ,566                            | -,415       | ,227         | -,059   | -,026 | -,019                   | ,832  | 1,202 |  |  |  |
| Administratiefpersoneel               |                                       | ,160                        | ,088       | ,067                      | 1,813  | ,070   | -,013                           | ,334        | -,013        | ,082    | ,061  | ,826                    | 1,210 |       |  |  |  |
| Professioneel                         |                                       | ,053                        | ,076       | ,028                      | ,706   | ,480   | -,095                           | ,202        | ,127         | ,032    | ,024  | ,726                    | 1,377 |       |  |  |  |
| Topmanager                            |                                       | ,154                        | ,105       | ,055                      | 1,469  | ,142   | -,052                           | ,359        | ,129         | ,066    | ,049  | ,799                    | 1,252 |       |  |  |  |
| Part-time                             |                                       | -,001                       | ,071       | -,001                     | -,020  | ,984   | -,141                           | ,138        | ,098         | -,001   | -,001 | ,693                    | 1,443 |       |  |  |  |
| Side-job                              |                                       | -,236                       | ,094       | -,111                     | -2,506 | ,013   | -,421                           | -,051       | -,248        | -,113   | -,084 | ,574                    | 1,743 |       |  |  |  |
| male                                  |                                       | ,150                        | ,067       | ,084                      | 2,241  | ,025   | ,019                            | ,282        | ,122         | ,101    | ,075  | ,787                    | 1,270 |       |  |  |  |
| other_sexe                            |                                       | -,723                       | ,270       | -,092                     | -2,681 | ,008   | -1,254                          | -,193       | -,173        | -,121   | -,090 | ,942                    | 1,062 |       |  |  |  |
| Zscore: Tenure                        |                                       | ,087                        | ,042       | ,102                      | 2,072  | ,039   | ,005                            | ,170        | ,220         | ,093    | ,069  | ,457                    | 2,187 |       |  |  |  |
| Zscore: Age                           |                                       | -,066                       | ,045       | -,078                     | -1,466 | ,143   | -,155                           | ,023        | ,208         | -,066   | -,049 | ,398                    | 2,513 |       |  |  |  |
| Zscore: Organizational identification |                                       | ,458                        | ,031       | ,537                      | 14,997 | ,000   | ,398                            | ,518        | ,600         | ,562    | ,501  | ,871                    | 1,148 |       |  |  |  |
| Contracttype                          |                                       | -,335                       | ,076       | -,191                     | -4,416 | ,000   | -,485                           | -,186       | -,296        | -,196   | -,148 | ,597                    | 1,674 |       |  |  |  |
| 3                                     |                                       | (Constant)                  | 5,134      | ,090                      |        | 56,781 | ,000                            | 4,956       | 5,312        |         |       |                         |       |       |  |  |  |
|                                       |                                       | Medium_Orgsize              | -,140      | ,083                      | -,063  | -1,684 | ,093                            | -,304       | ,023         | -,021   | -,076 | -,055                   | ,770  | 1,299 |  |  |  |
|                                       | Large_Orgsize                         | -,131                       | ,068       | -,076                     | -1,929 | ,054   | -,264                           | ,002        | -,072        | -,087   | -,063 | ,696                    | 1,436 |       |  |  |  |
|                                       | Technischpersoneel                    | -,096                       | ,161       | -,022                     | -,597  | ,550   | -,413                           | ,220        | -,059        | -,027   | -,020 | ,832                    | 1,202 |       |  |  |  |
|                                       | Administratiefpersoneel               | ,167                        | ,087       | ,070                      | 1,922  | ,055   | -,004                           | ,338        | -,013        | ,087    | ,063  | ,826                    | 1,211 |       |  |  |  |
|                                       | Professioneel                         | ,052                        | ,074       | ,027                      | ,700   | ,484   | -,094                           | ,198        | ,127         | ,032    | ,023  | ,726                    | 1,377 |       |  |  |  |
|                                       | Topmanager                            | ,164                        | ,103       | ,059                      | 1,595  | ,111   | -,038                           | ,367        | ,129         | ,072    | ,053  | ,798                    | 1,253 |       |  |  |  |
|                                       | Part-time                             | 5,429E-5                    | ,070       | ,000                      | ,001   | ,999   | -,137                           | ,137        | ,098         | ,000    | ,000  | ,693                    | 1,443 |       |  |  |  |
|                                       | Side-job                              | -,224                       | ,093       | -,105                     | -2,415 | ,016   | -,406                           | -,042       | -,248        | -,109   | -,080 | ,573                    | 1,745 |       |  |  |  |
|                                       | male                                  | ,149                        | ,066       | ,084                      | 2,256  | ,025   | ,019                            | ,279        | ,122         | ,102    | ,074  | ,787                    | 1,270 |       |  |  |  |
|                                       | other_sexe                            | -,873                       | ,269       | -,111                     | -3,250 | ,001   | -1,401                          | -,345       | -,173        | -,146   | -,107 | ,923                    | 1,083 |       |  |  |  |
|                                       | Zscore: Tenure                        | ,086                        | ,042       | ,101                      | 2,072  | ,039   | ,004                            | ,168        | ,220         | ,094    | ,068  | ,457                    | 2,187 |       |  |  |  |
|                                       | Zscore: Age                           | -,060                       | ,045       | -,071                     | -1,353 | ,177   | -,148                           | ,027        | ,208         | -,061   | -,045 | ,397                    | 2,516 |       |  |  |  |
|                                       | Zscore: Organizational identification | ,359                        | ,039       | ,421                      | 9,136  | ,000   | ,282                            | ,436        | ,600         | ,383    | ,301  | ,511                    | 1,956 |       |  |  |  |
|                                       | Contracttype                          | -,326                       | ,075       | -,186                     | -4,360 | ,000   | -,474                           | -,179       | -,296        | -,194   | -,144 | ,597                    | 1,676 |       |  |  |  |
|                                       | Interactieterm OI_Contract            | ,227                        | ,058       | ,173                      | 3,922  | ,000   | ,113                            | ,341        | ,487         | ,175    | ,129  | ,555                    | 1,801 |       |  |  |  |

a. Dependent Variable: Organizational commitment



Model Summary<sup>e</sup>

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          |     |     |               | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|---------------|
|       |                   |          |                   |                            | R Square Change   | F Change | df1 | df2 | Sig. F Change |               |
| 1     | ,312 <sup>a</sup> | ,098     | ,075              | 1,437                      | ,098              | 4,408    | 12  | 489 | ,000          |               |
| 2     | ,489 <sup>b</sup> | ,239     | ,218              | 1,322                      | ,142              | 45,409   | 2   | 487 | ,000          |               |
| 3     | ,550 <sup>c</sup> | ,302     | ,279              | 1,269                      | ,063              | 21,777   | 2   | 485 | ,000          |               |
| 4     | ,568 <sup>d</sup> | ,323     | ,299              | 1,251                      | ,021              | 14,875   | 1   | 484 | ,000          | 1,902         |

- a. Predictors: (Constant), Zscore: Age, other\_sexe, Technischpersoneel, Administratiefpersoneel, Medium\_Orgsize, Topmanager, male, Part-time, Professioneel, Large\_Orgsize, Side-job, Zscore: Tenure
- b. Predictors: (Constant), Zscore: Age, other\_sexe, Technischpersoneel, Administratiefpersoneel, Medium\_Orgsize, Topmanager, male, Part-time, Professioneel, Large\_Orgsize, Side-job, Zscore: Tenure, Zscore: Organizational identification, Contracttype
- c. Predictors: (Constant), Zscore: Age, other\_sexe, Technischpersoneel, Administratiefpersoneel, Medium\_Orgsize, Topmanager, male, Part-time, Professioneel, Large\_Orgsize, Side-job, Zscore: Tenure, Zscore: Organizational identification, Contracttype, Interactieterm OC\_contract, Interactieterm OL\_Contract
- d. Predictors: (Constant), Zscore: Age, other\_sexe, Technischpersoneel, Administratiefpersoneel, Medium\_Orgsize, Topmanager, male, Part-time, Professioneel, Large\_Orgsize, Side-job, Zscore: Tenure, Zscore: Organizational identification, Contracttype, Interactieterm OC\_contract, Interactieterm OL\_Contract, Zscore: Organizational commitment
- e. Dependent Variable: Turnover intentions

ANOVA<sup>a</sup>

| Model |            | Sum of Squares | df  | Mean Square | F      | Sig.              |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1     | Regression | 109,208        | 12  | 9,101       | 4,408  | ,000 <sup>b</sup> |
|       | Residual   | 1009,683       | 489 | 2,065       |        |                   |
|       | Total      | 1118,891       | 501 |             |        |                   |
| 2     | Regression | 267,904        | 14  | 19,136      | 10,951 | ,000 <sup>c</sup> |
|       | Residual   | 850,986        | 487 | 1,747       |        |                   |
|       | Total      | 1118,891       | 501 |             |        |                   |
| 3     | Regression | 338,026        | 16  | 21,127      | 13,122 | ,000 <sup>d</sup> |
|       | Residual   | 780,865        | 485 | 1,610       |        |                   |
|       | Total      | 1118,891       | 501 |             |        |                   |
| 4     | Regression | 361,310        | 17  | 21,254      | 13,578 | ,000 <sup>e</sup> |
|       | Residual   | 757,581        | 484 | 1,565       |        |                   |
|       | Total      | 1118,891       | 501 |             |        |                   |

- a. Dependent Variable: Turnover intentions
- b. Predictors: (Constant), Zscore: Age, other\_sexe, Technischpersoneel, Administratiefpersoneel, Medium\_Orgsize, Topmanager, male, Part-time, Professioneel, Large\_Orgsize, Side-job, Zscore: Tenure
- c. Predictors: (Constant), Zscore: Age, other\_sexe, Technischpersoneel, Administratiefpersoneel, Medium\_Orgsize, Topmanager, male, Part-time, Professioneel, Large\_Orgsize, Side-job, Zscore: Tenure, Zscore: Organizational identification, Contracttype
- d. Predictors: (Constant), Zscore: Age, other\_sexe, Technischpersoneel, Administratiefpersoneel, Medium\_Orgsize, Topmanager, male, Part-time, Professioneel, Large\_Orgsize, Side-job, Zscore: Tenure, Zscore: Organizational identification, Contracttype, Interactieterm OC\_contract, Interactieterm OL\_Contract
- e. Predictors: (Constant), Zscore: Age, other\_sexe, Technischpersoneel, Administratiefpersoneel, Medium\_Orgsize, Topmanager, male, Part-time, Professioneel, Large\_Orgsize, Side-job, Zscore: Tenure, Zscore: Organizational identification, Contracttype, Interactieterm OC\_contract, Interactieterm OL\_Contract, Zscore: Organizational commitment

Coefficients<sup>a</sup>

| Model                                 |                                       | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig.   | 95,0% Confidence Interval for B |             | Correlations |         |       | Collinearity Statistics |       |       |  |  |  |
|---------------------------------------|---------------------------------------|-----------------------------|------------|---------------------------|--------|--------|---------------------------------|-------------|--------------|---------|-------|-------------------------|-------|-------|--|--|--|
|                                       |                                       | B                           | Std. Error | Beta                      |        |        | Lower Bound                     | Upper Bound | Zero-order   | Partial | Part  | Tolerance               | VIF   |       |  |  |  |
| 1                                     | (Constant)                            | 3,050                       | ,188       |                           | 16,203 | ,000   | 2,680                           | 3,420       |              |         |       |                         |       |       |  |  |  |
|                                       | Medium_Orgsize                        | -.095                       | ,189       | -.025                     | -5,04  | ,615   | -.468                           | ,277        | -.013        | -.023   | -.022 | ,779                    | 1,284 |       |  |  |  |
|                                       | Large_Orgsize                         | -.203                       | ,150       | -.067                     | -1,353 | ,177   | -.497                           | ,092        | -.099        | -.061   | -.058 | ,743                    | 1,345 |       |  |  |  |
|                                       | Technischpersoneel                    | -.142                       | ,366       | -.018                     | -.387  | ,699   | -.861                           | ,578        | -.071        | -.018   | -.017 | ,843                    | 1,187 |       |  |  |  |
|                                       | Administratiefpersoneel               | -.099                       | ,198       | -.023                     | -.498  | ,619   | -.487                           | ,290        | -.035        | -.023   | -.021 | ,835                    | 1,197 |       |  |  |  |
|                                       | Professioneel                         | ,019                        | ,168       | ,006                      | ,114   | ,910   | -.312                           | ,350        | -.062        | ,005    | ,005  | ,741                    | 1,350 |       |  |  |  |
|                                       | Topmanager                            | ,542                        | ,234       | ,111                      | 2,313  | ,021   | ,082                            | 1,003       | ,061         | ,104    | ,099  | ,806                    | 1,241 |       |  |  |  |
|                                       | Part-time                             | -.078                       | ,159       | -.025                     | -.486  | ,627   | -.391                           | ,236        | -.082        | -.022   | -.021 | ,694                    | 1,441 |       |  |  |  |
|                                       | Side-job                              | -.312                       | ,210       | -.084                     | -1,485 | ,138   | -.101                           | ,726        | ,191         | ,067    | ,064  | ,583                    | 1,716 |       |  |  |  |
|                                       | male                                  | -.385                       | ,151       | -.123                     | -2,556 | ,011   | -.681                           | -.089       | -.139        | -.115   | -.110 | ,791                    | 1,264 |       |  |  |  |
|                                       | other_sexe                            | ,490                        | ,597       | ,036                      | ,821   | ,412   | -.682                           | 1,662       | ,036         | ,037    | ,035  | ,979                    | 1,022 |       |  |  |  |
|                                       | Zscore: Tenure                        | -.118                       | ,093       | -.079                     | -1,273 | ,203   | -.300                           | ,064        | -.198        | -.057   | -.055 | ,479                    | 2,087 |       |  |  |  |
|                                       | Zscore: Age                           | -.190                       | ,099       | -.127                     | -1,927 | ,055   | -.384                           | ,004        | -.236        | -.087   | -.083 | ,424                    | 2,360 |       |  |  |  |
|                                       | 2                                     | (Constant)                  | 3,157      | ,190                      |        | 16,603 | ,000                            | 2,783       | 3,530        |         |       |                         |       |       |  |  |  |
|                                       |                                       | Medium_Orgsize              | -.258      | ,175                      | -.066  | -1,470 | ,142                            | -.602       | ,087         | -.013   | -.066 | -.058                   | ,770  | 1,299 |  |  |  |
|                                       |                                       | Large_Orgsize               | -.500      | ,142                      | -.166  | -3,513 | ,000                            | -.780       | -.220        | -.099   | -.157 | -.139                   | ,696  | 1,436 |  |  |  |
|                                       |                                       | Technischpersoneel          | -.504      | ,339                      | -.064  | -1,488 | ,137                            | -1,171      | ,162         | -.071   | -.067 | -.059                   | ,832  | 1,202 |  |  |  |
| Administratiefpersoneel               |                                       | -.250                       | ,183       | -.059                     | -1,367 | ,172   | -.610                           | ,110        | -.035        | -.062   | -.054 | ,826                    | 1,210 |       |  |  |  |
| Professioneel                         |                                       | ,143                        | ,157       | ,042                      | ,911   | ,363   | -.165                           | ,450        | -.062        | ,041    | ,036  | ,726                    | 1,377 |       |  |  |  |
| Topmanager                            |                                       | ,658                        | ,217       | ,134                      | 3,035  | ,003   | ,232                            | 1,083       | ,061         | ,136    | ,120  | ,799                    | 1,252 |       |  |  |  |
| Part-time                             |                                       | -.023                       | ,147       | -.008                     | -.159  | ,874   | -.312                           | ,265        | -.082        | -.007   | -.006 | ,693                    | 1,443 |       |  |  |  |
| Side-job                              |                                       | -.158                       | ,195       | -.042                     | -.809  | ,419   | -.225                           | ,541        | ,191         | ,037    | ,032  | ,574                    | 1,743 |       |  |  |  |
| male                                  |                                       | -.379                       | ,139       | -.121                     | -2,726 | ,007   | -.652                           | -.106       | -.139        | -.123   | -.108 | ,787                    | 1,270 |       |  |  |  |
| other_sexe                            |                                       | -.206                       | ,559       | -.015                     | -.368  | ,713   | -1,305                          | ,893        | ,036         | -.017   | -.015 | ,942                    | 1,062 |       |  |  |  |
| Zscore: Tenure                        |                                       | -.067                       | ,087       | -.045                     | -.771  | ,441   | -.239                           | ,104        | -.198        | -.035   | -.030 | ,457                    | 2,187 |       |  |  |  |
| Zscore: Age                           |                                       | -.128                       | ,094       | -.086                     | -1,369 | ,172   | -.312                           | ,056        | -.236        | -.062   | -.054 | ,398                    | 2,513 |       |  |  |  |
| Zscore: Organizational identification |                                       | -.593                       | ,063       | -.397                     | -9,374 | ,000   | -.718                           | -.469       | -.364        | -.391   | -.370 | ,871                    | 1,148 |       |  |  |  |
| Contracttype                          |                                       | ,163                        | ,157       | ,053                      | 1,038  | ,300   | -.146                           | ,473        | ,210         | ,047    | ,041  | ,597                    | 1,674 |       |  |  |  |
| 3                                     |                                       | (Constant)                  | 3,116      | ,183                      |        | 17,062 | ,000                            | 2,757       | 3,475        |         |       |                         |       |       |  |  |  |
|                                       |                                       | Medium_Orgsize              | -.283      | ,168                      | -.073  | -1,684 | ,093                            | -.614       | ,047         | -.013   | -.076 | -.064                   | ,770  | 1,300 |  |  |  |
|                                       | Large_Orgsize                         | -.486                       | ,137       | -.162                     | -3,555 | ,000   | -.754                           | -.217       | -.099        | -.159   | -.135 | ,696                    | 1,437 |       |  |  |  |
|                                       | Technischpersoneel                    | -.427                       | ,326       | -.055                     | -1,312 | ,190   | -1,067                          | ,212        | -.071        | -.059   | -.050 | ,830                    | 1,204 |       |  |  |  |
|                                       | Administratiefpersoneel               | -.203                       | ,176       | -.048                     | -1,153 | ,250   | -.549                           | ,143        | -.035        | -.052   | -.044 | ,823                    | 1,215 |       |  |  |  |
|                                       | Professioneel                         | ,160                        | ,150       | ,048                      | 1,068  | ,286   | -.135                           | ,456        | -.062        | ,048    | ,041  | ,726                    | 1,378 |       |  |  |  |
|                                       | Topmanager                            | ,683                        | ,208       | ,139                      | 3,280  | ,001   | ,274                            | 1,092       | ,061         | ,147    | ,124  | ,797                    | 1,255 |       |  |  |  |
|                                       | Part-time                             | -.008                       | ,141       | -.002                     | -.055  | ,956   | -.285                           | ,269        | -.082        | -.002   | -.002 | ,693                    | 1,444 |       |  |  |  |
|                                       | Side-job                              | -.034                       | ,188       | -.009                     | -.179  | ,858   | -.336                           | ,403        | ,191         | ,008    | ,007  | ,568                    | 1,761 |       |  |  |  |
|                                       | male                                  | -.349                       | ,134       | -.112                     | -2,613 | ,009   | -.611                           | -.087       | -.139        | -.118   | -.099 | ,786                    | 1,272 |       |  |  |  |
|                                       | other_sexe                            | ,065                        | ,542       | ,005                      | ,120   | ,905   | -1,001                          | 1,131       | ,036         | ,005    | ,005  | ,923                    | 1,083 |       |  |  |  |
|                                       | Zscore: Tenure                        | -.058                       | ,084       | -.039                     | -.694  | ,488   | -.223                           | ,107        | -.198        | -.031   | -.026 | ,457                    | 2,187 |       |  |  |  |
|                                       | Zscore: Age                           | -.157                       | ,090       | -.105                     | -1,746 | ,081   | -.334                           | ,020        | -.236        | -.079   | -.066 | ,397                    | 2,520 |       |  |  |  |
|                                       | Zscore: Organizational identification | -.424                       | ,079       | -.283                     | -5,343 | ,000   | -.579                           | -.268       | -.364        | -.236   | -.203 | ,511                    | 1,956 |       |  |  |  |
|                                       | Contracttype                          | -.027                       | ,154       | -.009                     | -.175  | ,861   | -.330                           | ,276        | ,210         | -.008   | -.007 | ,573                    | 1,745 |       |  |  |  |
|                                       | Interactieterm                        | ,138                        | ,148       | ,060                      | ,932   | ,352   | -.153                           | ,429        | -.339        | ,042    | ,035  | ,345                    | 2,902 |       |  |  |  |
|                                       | Interactieterm OC_contract            | -.740                       | ,129       | -.329                     | -5,721 | ,000   | -.994                           | -.486       | -.434        | -.251   | -.217 | ,434                    | 2,303 |       |  |  |  |
| 4                                     | (Constant)                            | 3,204                       | ,181       |                           | 17,651 | ,000   | 2,847                           | 3,560       |              |         |       |                         |       |       |  |  |  |
|                                       | Medium_Orgsize                        | -.332                       | ,166       | -.085                     | -1,996 | ,046   | -.659                           | -.005       | -.013        | -.090   | -.075 | ,765                    | 1,307 |       |  |  |  |
|                                       | Large_Orgsize                         | -.549                       | ,136       | -.183                     | -4,043 | ,000   | -.816                           | -.282       | -.099        | -.181   | -.151 | ,686                    | 1,458 |       |  |  |  |
|                                       | Technischpersoneel                    | -.505                       | ,322       | -.065                     | -1,569 | ,117   | -1,137                          | ,128        | -.071        | -.071   | -.059 | ,827                    | 1,209 |       |  |  |  |
|                                       | Administratiefpersoneel               | -.160                       | ,174       | -.038                     | -.918  | ,359   | -.502                           | ,182        | -.035        | -.042   | -.034 | ,819                    | 1,220 |       |  |  |  |
|                                       | Professioneel                         | ,175                        | ,148       | ,052                      | 1,183  | ,237   | -.116                           | ,467        | -.062        | ,054    | ,044  | ,725                    | 1,379 |       |  |  |  |
|                                       | Topmanager                            | ,733                        | ,206       | ,150                      | 3,562  | ,000   | ,328                            | 1,137       | ,061         | ,160    | ,133  | ,794                    | 1,260 |       |  |  |  |
|                                       | Part-time                             | -.017                       | ,139       | -.005                     | -.119  | ,905   | -.290                           | ,256        | -.082        | -.005   | -.004 | ,692                    | 1,444 |       |  |  |  |
|                                       | Side-job                              | -.012                       | ,186       | -.003                     | -.066  | ,948   | -.378                           | ,353        | ,191         | -.003   | -.002 | ,566                    | 1,768 |       |  |  |  |
|                                       | male                                  | -.298                       | ,132       | -.096                     | -2,254 | ,025   | -.558                           | -.038       | -.139        | -.102   | -.084 | ,778                    | 1,285 |       |  |  |  |
|                                       | other_sexe                            | -.321                       | ,544       | -.023                     | -.589  | ,556   | -1,390                          | ,748        | ,036         | -.027   | -.022 | ,892                    | 1,121 |       |  |  |  |
|                                       | Zscore: Tenure                        | -.024                       | ,083       | -.016                     | -.294  | ,769   | -.188                           | ,139        | -.198        | -.013   | -.011 | ,452                    | 2,212 |       |  |  |  |
|                                       | Zscore: Age                           | -.174                       | ,089       | -.116                     | -1,959 | ,051   | -.349                           | ,001        | -.236        | -.089   | -.073 | ,396                    | 2,526 |       |  |  |  |
|                                       | Zscore: Organizational identification | -.270                       | ,088       | -.180                     | -3,070 | ,002   | -.442                           | -.097       | -.364        | -.138   | -.115 | ,405                    | 2,468 |       |  |  |  |
|                                       | Contracttype                          | -.082                       | ,153       | -.027                     | -.540  | ,590   | -.383                           | ,218        | ,210         | -.025   | -.020 | ,568                    | 1,760 |       |  |  |  |
|                                       | Interactieterm                        | -.019                       | ,152       | -.008                     | -.124  | ,902   | -.317                           | ,279        | -.339        | -.006   | -.005 | ,320                    | 3,127 |       |  |  |  |
|                                       | Interactieterm OC_contract            | -.379                       | ,158       | -.169                     | -2,394 | ,017   | -.690                           | -.068       | -.434        | -.108   | -.090 | ,282                    | 3,544 |       |  |  |  |
| Zscore: Organizational commitment     | -.368                                 | ,096                        | -.247      | -3,857                    | ,000   | -.556  | -.181                           | -.458       | -.173        | -.144   | ,342  | 2,922                   |       |       |  |  |  |

a. Dependent Variable: Turnover intentions

