

The impact of perceived temporality on self-rated job performance

Master thesis



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Abstract

Purpose – This research focuses on the relationship between future time perspective in the organization and self-rated job performance. Next to this, theories such as the stepping-stone idea suggest that this relationship is mediated by impression management, which is also researched here. Future time perspective in the organization is a new concept and therefore the statistical added value and variance of this concept has been tested.

Design – Two different cross-sectional studies have been used within this research. The surveys have been distributed with the use of convenience sampling and in total 463 respondents participated. Study 1 has been used to test the statistical added value and variance of future time perspective in the organization, which was then compared to study 2. This has been tested via linear regression analyses and bivariate Pearson correlation tests. When testing the relationship between future time perspective in the organization and self-rated job performance, mediated by impression management, solely study 2 has been used. The direct relationships has been tested via a linear regression analysis, while the mediation effect has been tested via the PROCESS tool in SPSS.

Findings – Future time perspective in the organization significantly adds value and variance for job satisfaction and organizational citizenship behavior, both in study 1 and 2. But solely in study 1 future time perspective significantly adds value and variance for performance. This was also shown in testing the hypotheses, because both the direct and indirect relationship between future time perspective in the organization and self-rated job performance has not proofed to be significant.

Conclusion – This research could not find a significant direct relationship between future time perspective in the organization and self-rated job performance, but also no significant indirect effect via the mediator impression management. This means that both hypothesis 1 and 2 have not been accepted. However, the relationships are both close to significance.

Implications – This research adds to the literature about FTPO, impression management and job performance. The development of the new variable FTPO and its corresponding measurement scale is important, because analyzing this variable gives more knowledge to organizations. Even though analyzing the statistical value of FTPO on job performance shows mixed results, it is important for organizations to take into account the level of FTPO when they want to increase the performance levels. Related to this are the almost significant direct relationship between FTPO and self-rated job performance and the almost significant indirect relationship, so mediated by impression management. Further research is needed, but this also indicates that FTPO could still have an impact on performance.

Key words – Future time perspective in the organization (FTPO), impression management, self-rated job performance.

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1. Introduction

Since the mid-1980s there is a growth in the number of temporary workers, fixed term contract workers and temporary agency workers (De Cuyper & De Witte, 2011). De Cuyper and De Witte (2011) even say that temporary employment is more generalized and pervasive than ever, and it is common in both the secondary and primary labor market segments. However, having a temporary contract does not necessarily mean that you have the feeling of only being in that organization for a temporary time. The perception that employees have over their future time in the organization is a dynamic process that can change over time and in different circumstances (Baltes, Wynne, Sirabian, Krenn & De Lange, 2014). It could be the case that you have a temporary contract, but you already feel like a permanent employee since you are promised a permanent contract in the future. This perception that you have of your future in the organization has an important influence on your performance (Baltes, Wynne, Sirabian, Krenn & De Lange, 2014; Seijts, 1998; Zacher, Heusner, Schmitz, Zwierzanska & Frese, 2010).

According to Husman and Shell (2008) your future time perspective (FTP) refers to the perception of time and not to physical time. This corresponds with how Cate and John (2007) defined FTP: "It describes how much time individuals believe they have left in their future and how they perceive that time" (as cited in Zacher & Frese, 2009, p. 3). In this research the definition of Cate and John (2007) has been adapted to the organizational context, because FTP in an organization is under researched and there is mixed evidence about the results of having a more limited or more open-ended FTP. This means that here FTP in the organization is defined as how much time individuals believe they have left in the organization that they work in and how they perceive that time (hereafter FTPO). Cate and John (2007) gave two dimensions to their definition; focus on opportunities and focus on limitations, which will also be used in this research.

FTPO can be seen as an important factor that influences performance (Baltes, Wynne, Sirabian, Krenn & De Lange, 2014; Seijts, 1998; Zacher, Heusner, Schmitz, Zwierzanska & Frese, 2010). When you perceive to be in the organization for only a short time, you are less motivated to perform at your highest level. However, when you perceive to be in the organization for a long time, you are motivated to put in extra work and perform at a high level, because you want to show the organization that you belong there (De Cuyper & De Witte, 2011). Kooij, Tims and Akkermans (2017) agree that having an open-ended or limited FTPO is likely to indirectly influence job performance. An example of this is an employee that has a temporary contract but will probably receive a permanent contract after his or her probation period. Presumably, employees with this probability have a more open-ended FTPO. To increase his or her chance of getting a permanent contract, the employee may use impression management in order to look better in front of the supervisor. Forms of impression management are

working harder or longer than before (Wayne & Ferris, 1990), which then increases the job performance of the employee (De Cuyper & De Witte, 2011). This research also focusses on job performance, which is defined as: “An individual’s behavior that contributes to the goals and effective functioning of an organization” (Campbell, McCloy, Oppler & Sager, 1993, as cited in Zacher et al., 2010, p. 374). Even though a distinction can be made between perceived and actual job performance, this research will focus on self-rated job performance. Self-rated job performance fits the variables FTPO and impression management better and is also easier to measure with quantitative research. Besides, Dess and Robinson (1984) say that the reliability of self-rated performance measures is equal to the reliability of objective performance measures.

Most temporary workers have the intention to transfer to permanent employment with the same employer and therefore see their temporary employment as a momentary stage (De Cuyper, Notelaers & De Witte, 2009), which means that they have a more open-ended FTPO. These temporary workers want to show their potential to the organization and therefore excel at their work to increase their chances (De Cuyper & De Witte, 2011; Clinton, Bernhard-Oettel, Rigotti & De Jong, 2011). This could be seen as a form of impression management (De Cuyper & De Witte, 2010, 2011), because these temporary workers perform at a high level in order to get the permanent employment they seek, but there is no guarantee that they keep performing at this high level once they achieved their goal. Chen and Fang (2008) define impression management as an individual’s behavior that attempts to manipulate or control the impression others have of them. Another definition of impression management is: “Efforts by an actor to create, maintain, protect or otherwise alter an image held by a target audience” (Bolino, Kacmar, Turnley & Gilstrap, 2008, p. 1080).

There is a link between impression management and organizational outcomes, such as job performance (Elliot, Aldhobaiban, Murayama, Kobeisy, Gocłowska & Khyat, 2018). Bolino et al. (2008) already found this link and say that employees use impression management in the workplace to be perceived as more productive. Productivity can be seen as an important aspect of performance (Mathieu, Maynard, Rapp & Gilson, 2008). Peck and Levashina (2017) agree and found strong evidence that impression management positively influences the performance ratings.

Temporary employment is becoming more and more common (De Cuyper & De Witte, 2011). It is important for organizations to have more knowledge about this phenomenon, because it plays a role in all kinds of situations, such as job insecurity, motivation, impression management, and performance. Unfortunately, the formal contract that an employee has says nothing about how long the employee perceives to be in the organization, while that perception can lead to impression management and also influences important work outcomes. That is why it is important to do more research about this topic. This research is scientifically relevant, because there has been a lot of research about FTP in

general, but their findings are mixed. Besides that, we know very little about the concept of temporality in organizations, because FTP in an organizational context is under researched. By transforming the scale for FTP (Zacher & Frese, 2009) into a scale for FTPO, there is a methodological contribution which helps to explore this research gap. This research will contribute to the existing literature about, and therefore increase the understanding of, impression management and job performance and how they are both influenced by FTPO.

Therefore, the central question of this research is:

‘What is the relationship between FTPO and self-rated job performance, and to what extent does impression management mediate this relationship?’

The aim of this research is to invest the research fields FTPO, self-rated job performance and impression management more, in order to give organizations and managers more knowledge and insights in how the perception of an employee can lead to a higher performance. This increases the societal relevance, because organizations can use these new insights to improve how they associate with temporary and permanent employees, which could result in a better job performance. Before organizations can understand the underlying reasons for employees to increase their job performance, they first need to understand which variables influence their decision to perform better. For example, when organizations know which type of contract increases the job performance, they can use this in their advantage and further research can find out the reasons behind this positive relationship. The results of this research can also provide organizations with more insight in how to stimulate the level of FTPO of employees in one that is more beneficial for the organization.

In the theoretical framework the central concepts of this research and their relationships will be explained. Based on this theory, the hypotheses will be drawn and the conceptual model will be made. Next, chapter 3 will explain the overall methodology of this research and will focus on the procedure and respondents, the measurements, analyses and results of study 1. In chapter 4 the focus will be on the procedure and participants of study 2, and the measurements, analyses and results of study 2. Next, in chapter 5 an answer to the research question will be given. Lastly, chapter 6 will cover the theoretical and practical implications, the limitations of this research, recommendations for further research and the final conclusion.

2. Theoretical framework

After formulating a central question for this research in the previous chapter, the focus of this chapter will be on the theories and mechanisms behind this central research question. At first, a more detailed description will be provided of the central variables in this research; FTPO, self-rated job performance, and impression management. Next, the relationships between these variables will be explained. Finally, based on the literature and the relationships it suggests, the hypotheses will be formulated.

2.1 FTPO and self-rated job performance

To explain the variable FTPO that is studied in this research, first the concept FTP must be defined. According to Lewin (1951), FTP are all the views an individual has of his or her psychological future and past. Later in time, FTP has been understood as an individuals' mental representation of the future, which reflects his or her personal and social contextual influences (Husman & Lens, 1999; Lens, 2001; Nurmi, 1991). The definition Cate & John (2007) developed for FTP has been used in many other researches (such as Zacher & Frese, 2009; Baltes et al., 2014). They define FTP as: "How much time individuals believe they have left in their future and how they perceive that time" (as cited in Zacher & Frese, 2009, p. 3). Also in this research the definition by Cate and John (2007) will be used. However, their definition will be adjusted to the organizational context, hence FTPO. This means that FTPO is defined as how much time individuals believe they have left in the organization that they work in and how they perceive that time. The dimensions associated with this definition are a focus on the opportunities in the organization and a focus on the limitations in the organization (Cate & John, 2007; Zacher & Frese, 2009). Since FTPO is flexible, cognitive-emotional and age-related, it can differ over time and therefore FTPO ranges from limited to open-ended (Cartensen, 2006; Cate & John, 2007). In this research FTPO also ranges from limited to open-ended, which means that the level of FTPO stands for how limited or open-ended the perceived temporality of a person is. A low level of FTPO means a more limited perceived temporality, and a high level of FTPO means a more open-ended perceived temporality.

Performance has been defined in several ways and on different levels. Hackman (1987) defines performance as the extent to which an employee produces outcomes that match the standards of the organization. Job performance is about how the behavior of an individual employee contributes to the goals and functioning of the organization (Campbell et al., 1993). While Rousseau & Aubé (2010) define job performance as: "the ability to fulfill the assigned tasks" (p. 753) and "the ability to contribute to organizational success" (p. 771).

As mentioned in the introduction, FTP has an important influence on performance (Baltes et al., 2014; Lang & Carstensen, 2002; Lockwood, Jordan & Kunda, 2002). Kooij et al. (2017) agree, as they state that having a more open-ended FTPO will lead to a different way of working than when someone has a more limited FTPO, and therefore also to a different level of performance. Besides, research shows that having a positive view on your future in the organization, hence a more open-ended FTPO, will lead to higher motivation and performance (Cate & John, 2007; Van Calster, Lens, Nuttin, 1987), because positivity leads to a better well-being, setting high standards and to being more persistent in pursuing your goals (Aspinwall, 2005; Oettingen & Mayer, 2002; Peterson, 2000; Zacher et al., 2010). When an individual has a more open-ended FTPO, and therefore focusses on the opportunities he or she believes to have in his or her future in the organization, this will contribute to the performance of that individual. The job performance can increase, because focusing on the opportunities leads to clearer goals and more intrinsic work motivation (De Lange, Bal, Van der Heijden, De Jong & Schaufeli, 2011; Gielnik, Zacher & Frese, 2012; Zacher et al., 2010). According to Karniol & Ross (1996), a high focus on opportunities also leads to more engagement and motivation for the individual to put extra effort in their work, which again increases job performance. In general, Simons, Vansteenkiste, Lens and Lacante (2004) said that having an open-ended FTPO leads to more persistence, intrinsic motivation and, thus, to better performance.

In line with these theories, I expect that:

Hypothesis 1: The level of future time perspective in the organization has a positive relationship with self-rated job performance.

2.2 FTPO, impression management and self-rated job performance

As just explained, having a more open-ended FTPO directly influences job performance. However, it also has an indirect effect on job performance, because a more open-ended FTPO can lead to impression management, which in his turn increases job performance.

Impression management is every behaviour of an individual employee in which he or she tries to control or manipulate the impression others have of him or her (Chen & Fang, 2008; Schlenker, 1980). The definition by Bolino et al. (2008) looks similar: “[Impression management are the] efforts by an actor to create, maintain, protect, or otherwise alter an image held by a target audience” (p. 1080). Peck and Levashina (2017) define impression management as: “Conscious or unconscious, deceptive or authentic, goal directed behavior” (p. 1). Examples of impression management are working harder or longer than before (Wayne & Ferris, 1990). When the employee uses impression management

successfully, he or she subtly forms a favorable but credible image of oneself (Bonanno, Rennie, & Dekel, 2005; Schlenker & Leary, 1982; Zell & Krizan, 2014). Especially in organizations impression management is an important aspect to think about, because there is no guarantee that the employee will keep behaving like this after achieving his or her goal, for example a permanent contract. This means that organizations need more insight into this phenomenon and why a certain level of FTPO leads to this behaviour.

As mentioned, an open-ended FTPO means that the employee perceives more opportunities than limitations in the organization that he or she works in. For example, if a temporary worker perceives the opportunity for permanent employment, when he or she has the correct abilities and performance, the temporary worker will be motivated to act like having the correct abilities and being able to perform on the required level (De Cuyper & De Witte, 2011). This more open-ended FTPO may lead to the use of impression management, since successful impression management results in the impression of being trustworthy and competent, and that will boost his or her chance of professional success (Le Barbenchon, Milhabet, Steiner, & Priolo, 2008; Leary, 1995; Proost, Schreurs, DeWitte, & Deros, 2010).

Almost all temporary workers have the intention to transition to a permanent contract in the same organization in the near future (De Cuyper et al., 2009). To make this transition happen, these temporary workers are highly motivated and may excel at work in order to show their potential as an employee (De Cuyper & De Witte, 2011). This corresponds with the stepping-stone idea that Clinton et al. (2011) developed, in which temporary workers who desire to be permanent workers want to increase their chances by putting extra effort into their work. According to Elliot et al. (2018) there are several researches that found a relationship between impression management and performance. One of these researches states that employees use impression management in order to be perceived as more productive (Bolino et al. 2008), and therefore have a better chance of, for example, transitioning to permanent employment.

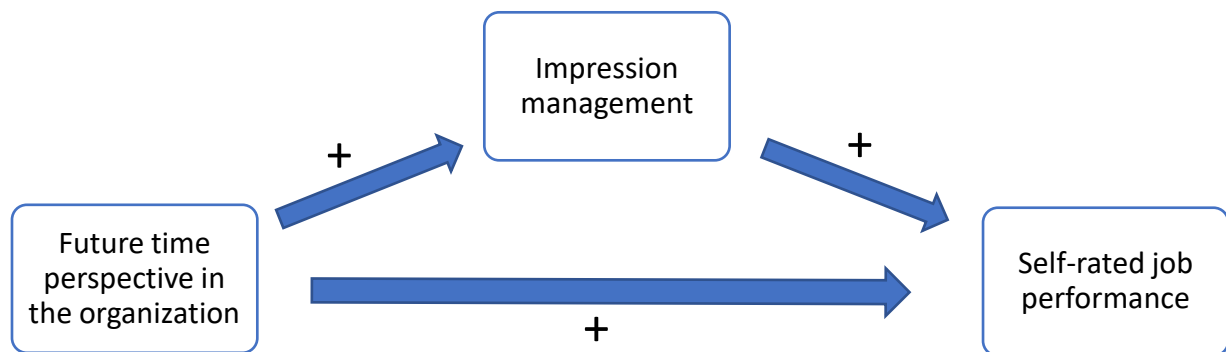
As such, I expect that:

Hypothesis 2: Impression management mediates the association between the level of future time perspective in the organization and self-rated job performance.

2.3 Conceptual model

This research studies the relationship between future time perspective in the organization and self-rated job performance, mediated by impression management. The conceptual model for this research is shown in figure 1.

Figure 1: Conceptual model



3. Overall methodology and study 1

After explaining the central variables of the research and their relationships according to literature in the previous chapter, this chapter will focus on explaining the overall methodology of study 1 and 2. Then the focus will solely be on study 1, for which the procedure and respondents will be discussed. Next, the measures and way of analyzing will be explained, and finally the results of the analysis will be shown.

3.1 Research design

This research is a quantitative research, which means that the theoretical framework is first provided and afterwards the empirical research will determine the extent to which the theoretical framework is true in this sample. To explore the new concept FTPO and its relationships more extensive, two studies have been used for the analyses. Both studies were cross-sectional and the researchers in each study distributed the survey online via convenient sampling (Fricker, 2016). This means that the surveys are distributed by sending the survey via e-mail and several social media platforms to the personal network of the researchers.

With the results of these studies it has first been tested if FTPO adds value and variance for the dependent variables job satisfaction, performance and organizational citizenship behavior. Besides, also the correlation matrix with the variables FTPO, intention to quit, job insecurity, employability and type of contract has been looked at. These analyses were done in both study 1 and study 2 in order to be able to compare the results between these studies. Researching the added value of the new concept FTPO makes it clear why understanding FTPO is important for researchers and organizations.

The main purpose of study 2 is to test the hypotheses stated in chapter 2 in order to gain insight in the new concept FTPO and its relationships with impression management and self-rated job performance. This means that the relationship between FTPO and self-rated job performance will be researched and that it will be tested if this relationship is mediated by impression management.

3.2 Research quality indicators

Guba and Lincoln (1989) developed the parallel quality criteria. For quantitative research the quality indicators are internal validity, generalizability, reliability, and objectivity. Internal validity means that you measure what you want to measure, so if the scales you use for a variable matches the definition you have for that variable (Vennix, 2016). By discussing and carefully selecting which scales would best fit the variables in this research, the internal validity has been increased. Besides, most of the scales used in this research, for example the ones for impression management and job performance, are already existing scales that proofed to be valid. Also, the self-developed scale for FTPO is based on an

existing scale that proofed to be valid. Generalizability will be taken into account when explaining to which people the results can be applied. Since the respondents in this research will not be of a specific age or work in a specific sector, the generalizability may increase if the number of respondents is big enough. The third quality indicator is reliability. Here it is important that the same results will be obtained when a different researcher repeats this exact research (Vennix, 2016). The reliability will be increased by explaining in detail the method of this research. Objectivity is the final quality indicator, which means that the research needs to be done independent of the preferences of people.

3.3 Research ethics

According to LaerdDissertation (2012), there are five important principles of research ethics that need to be taken into account when doing research. The first one is minimizing the risk of harm, which means that the respondent should not be put in an uncomfortable position. The second principle is about obtaining informed consent, for which the respondents need to understand that they are taking part in this research as a respondent and that they know what is expected of them. To fulfill this principle, it is important to explain the goal of this research and how we are going to work together to reach that goal. In this case, this means that the respondent can fill in a survey about temporality, with questions about his or her behavior on a 5- or 7-point Likert scale, which takes approximately 20 minutes in total. Protecting anonymity and confidentiality is the third principle. Here it is important that the respondents know that all given information will be anonymous, which means that results cannot be traced back to a specific respondent, and that the data will be stored in a safe place. Principle four says that deceptive practices should be avoided as much as possible. This means that the identity of the researcher and the purpose of the research should be known by the respondents, if this does not alter the studied phenomenon. The last principle of research ethics states that it is important to provide the right to withdraw from the research process at any time, which will be made clear before starting the survey.

3.4 Procedure and respondents of study 1

In this thesis two datasets have been used. Both datasets used the same measurement for the used variables, but the datasets are developed by different persons. The dataset for study 1 has been developed by students of “project bedrijfskunde” and they did a cross-sectional study that was also focused on the main topic of this thesis, FTPO. A cross-sectional study means that the research has been done without direct intervening in the process and it will be like a snapshot of the process on a certain time. Each respondent will fill in the survey once and with these results the dataset has been

developed. The expectation was that they would reach 300 respondents, but eventually a sample of 273 respondents has been reached.

The sample consisted of 57.5% women ($n = 157$) that filled in the survey, which is slightly more than the amount of men (42.5%, $n = 116$). From the 273 respondents only 266 filled in their age, but the 7 missing values are not a problem because they are below the norm of 10% (Field, 2013). The age of 22 years and 23 years were the most common, and only 25.9% of the respondents are 50 years or older. This results in a mean age of 33.2 years ($SD = 15.012$) for the respondents. When looking at the type of contract the respondents have, the frequency table shows that 157 respondents (57.5%) have a permanent contract and 116 respondents have a temporary contract (42.5%).

3.5 Measures of study 1

In this study eight variables will be analyzed and their results will be compared to study 2. First the three dependent variables will be discussed, then the five independent variables. Each variable has been measured via existing scales, or are based on existing scales, that have already been tested and proved to be valid. These same scales are also in study 2, in order to get the most valid comparison between the two studies.

Job satisfaction. The scale of Price (1997) has been used to measure the dependent variable job satisfaction. The respondents had to answer the items on a 5-point scale, ranging from 1 = *strongly disagree* to 5 = *strongly agree*. The four items are “I am not happy with my job”, “I am often bored with my job”, “Most days I am enthusiastic about my job” and lastly “I find enjoyment in my job”.

Performance. A part of the performance scale developed by Williams and Anderson (1991) has been used to measure the dependent variable performance. Their scale consists of 21 items, but only the 4 items that are proofed to correctly measure the variable are used. These four items are “I meet the formal performance requirements of my job”, “I adequately complete assigned duties”, “I perform the tasks that are expected of me” and “I fulfill the responsibilities specified in my job description”. The respondents had to answer these items on a 5-point scale ranging from 1 = *strongly disagree* to 5 = *strongly agree*.

Organizational citizenship behavior. To measure the dependent variable organizational citizenship behavior, the scale developed by Lee and Allen (2002) has been used. The respondents had to answer the items on a 7-point scale ranging from 1 = *never* to 7 = *always*, in order to specify how often the respondents got occupied in these certain behaviors. The scale consists of 6 items, for example “I defend the organization when others criticize it” or “I think of ideas to improve the functioning of the organization”.

Future time perspective in the organization (FTPO). FTPO is the most important independent variable in this study, since the analyses are about researching if FTPO significantly increases the explained variance of certain dependent variables. With our thesis circle a new scale that measures FTPO has been developed. This new developed scale is based on the existing scale for FTP developed by Zacher and Frese (2009). We transformed the 10 items that they used to measure FTP to items for FTPO. The first five items are about remaining opportunities, and the last five items are about remaining time. The respondents had to answer the items on a 7-point scale ranging from 1 = *does not apply at all* to 7 = *applies completely*. Two examples of the items are “Many opportunities await me in my future at this organization” and “I have the feeling that my time at this organization is running out”. Table 1 shows the whole developed scale for measuring FTPO.

Table 1: Scale FTPO

1. Many opportunities await me in my future at this organization.
2. I expect to set many new goals in my future at this organization.
3. My future at this organization is full of possibilities.
4. I could do whatever I like in my future at this organization
5. I only have limited possibilities in my future at this organization.
6. I have lots of time to make new plans for my time at this organization.
7. Most of my time at this organization lies before me.
8. My future at this organization seems infinite to me.
9. I have the feeling that my time at this organization is running out.
10. I have the feeling that my time at this organization is limited.

Intention to quit. The scale used to measure the independent variable intention to quit is developed in the study of Isaksson, Bernhardt, Claes, De Witte, Guest & Krausz (2003). “Intention to quit indicates the voluntary change of an individual from one organization to another, into self-employment or in voluntary unemployment” (Isaksson, 2003, p. 51). The scale consists of the following three items “Nowadays I often feel like giving up my job”, “Despite the obligations I have towards this organization, I want to quit my job as soon as possible” and “If I could, I would quit today”. The respondents have answered to items on a 5-point scale ranging from 1 = *strongly disagree* to 5 = *strongly agree*.

Job insecurity. The independent variable job insecurity can be defined as “an overall concern about the existence of the job in the future” (Isaksson et al., 2003, p.36). For job insecurity, again a scale developed by Isaksson et al. (2003) has been used. The respondents had to answer the four items

on a 5-point scale ranging from 1 = *strongly disagree* to 5 = *strongly agree*. Examples of the four items are “I feel insecure about the future of my job” and “I am sure I can keep my job”.

Employability. Again, a scale developed by the study of Isaksson et al. (2003) has been used. In the study employability has been used as an alternative for the perception of opportunities in the labor market (external mobility). The scale consists of four items, for example “I am optimistic that I will find another job, if I look for one” and “I can easily switch to another employer”. The respondents have answered the four items on a 5-point scale ranging from 1 = *strongly disagree* to 5 = *strongly agree*.

Type of contract. The independent variable type of contract will be measured with only item. This item is “Do you have a permanent or temporary contract at the organization?”. In order to give the respondents more clarity, it is explained in the answer options what is meant with a permanent contract and what is meant with a temporary contract.

3.6 Analysis of study 1

To be able to determine if FTPO adds a significant amount of statistical variance on top of other variables, multiple linear regression analyses will be done both in study 1 and 2. This enables comparison between the two studies. The analysis will begin with looking at study 1. After recoding the negatively formulated items, the averages of each variable will be calculated. Next, multiple linear regression analyses will be conducted in order to model the relationships between a dependent variable and a few independent variables (Field, 2013). Model 1 consists of the dependent variable and the independent variables, without FTPO. In model 2 FTPO will be added as an independent variable and, therefore, the difference between the explained variance with FTPO and without FTPO in the model will be shown clearly. Next, a bivariate Pearson correlation test will be done in order to see if the used independent variables significantly relate to each other. After completing the analyses in study 1, the same analyses will be done for study 2. Study 2 contains these same variables and therefore a comparison can be made between the results of study 1 and the results of study 2.

3.7 Results of study 1

At first all negatively formulated variables have been recoded to make sure that all high scores on the items correspond with a positive score. Then the average of each variable has been calculated and these averages are used in the following three linear regression analyses. The variables used in these analyses were chosen because they are also present in study 2, which increases the consistency between the analyses and therefore the comparison between study 1 and study 2 will be more reliable. The independent variables, that are consistent in each linear regression analysis, are in block 1 the

variables intention to quit, job insecurity, employability and type of contract, and in block 2 it is the new developed variable FTPO. By separating FTPO from the other independent variables, the Adjusted R Square and F-value will show if FTPO has a significant influence ($p < .05$) on the dependent variable (Field, 2013). Table 2 shows the results of the linear regression analyses of study 1.

In the first linear regression analysis the dependent variable is job satisfaction. The model summary shows that both model 1 (Adjusted R Square = .429) and model 2 (Adjusted R Square = .446) explain a large part of the dependent variable job satisfaction. Model 1 already explains a significant part of job satisfaction ($F = 50.379$, $p = .000$), but by adding FTPO as an independent variable (hence model 2) this explained variance significantly increases (F Change = 8.047, Sig F Change = .005).

The second linear regression analysis uses performance as the dependent variable. A big difference here is that the same models as in the previous linear regression analysis, explain a way smaller part of the dependent variable performance. Here the Adjusted R Square of model 1 is only .080 and of model 2 it is .100. Even though both models have a low explained variance, model 1 is still significant ($F = 6.940$, $p = .000$) and model 2 again explains significantly more (F Change = 6.884, Sig F Change = .009).

Organizational citizenship behavior is the dependent variable in the third linear regression analysis. Model 1 explains 19.8% (Adjusted R Square = .198) of organizational citizenship behavior and model 2 explains 27.7% (Adjusted R Square = .277). Model 1 is significant ($F = 17.745$, $p = .000$) and again adding FTPO as an independent variable increases the explained variance significantly (F Change = 24.893, Sig F Change = .000).

Table 2: Adjusted R Square, F-value and significance of study 1

Variable	Model 1			Model 2		
	Adjusted R Square	F-value	Sig	Adjusted R Square	F Change	Sig F change
Dependent variable job satisfaction	.429	50.379	.000*	.446	8.047	.005*
Dependent variable performance	.080	6.940	.000*	.100	6.884	.009*
Dependent variable OCB	.198	17.747	.000*	.277	24.893	.000*

Notes: $n = 273$. * $p < .05$

In the bivariate Pearson correlation test, only the independent variables from the previous linear regression analyses are included. This means that the correlation matrix consists of intention to quit, job insecurity, employability, type of contract, and FTPO. Doing a bivariate correlation analysis will show if there are existing relationships between two variables. Table 3 shows the descriptive statistics

and correlations of the independent variables used in this analysis. Since FTPO is the only variable in this matrix that is new and has a new scale, it is important to look at the relationships between FTPO and the other variables. An interesting result from the correlation matrix is that FTPO is significantly related to all variables in the matrix ($p < .05$) except for employability ($p = .617$).

Table 3: Means, standard deviations, and correlations of study 1

Variable	M	SD	1	2	3	4	5
1. Intention to quit	1.6154	.83811	—				
2. Job insecurity	4.0284	.88251	-.209*	—			
3. Employability	3.8361	.94975	.073	.179*	—		
4. Type of contract	1.42	.495	-.003	-.347*	.088	—	
5. FTPO	2.8652	.96425	-.470*	.247*	-.030	-.134*	—

Notes: $n = 273$. * $p < .05$

3.8 Discussion study 1

The purpose of using study 1 in this research was to examine the statistical added value of the new concept FTPO. To test the value of FTPO, three linear regression analyses have been done. All three analyses showed that FTPO indeed significantly adds value on top of other variables (e.g. job insecurity, employability). The highest difference in Adjusted R Square between model 1 and model 2 was for the dependent variable organizational citizenship behavior (namely 7.9%), compared to 1.7% for job satisfaction and 2% for performance. To increase the validity and reliability of these findings, the same analyses will be done with these variables in study 2.

4. Study 2

This chapter focuses on discussing the procedure and respondents of study 2, and on explaining the measures and method that have been used. Next, the results of the multiple linear regression analyses and bivariate Pearson correlation test will be discussed and compared to study 1. Finally, the results of the exploratory factor analysis and reliability analysis will be provided, and the descriptive statistics will be discussed before testing the hypotheses stated in this research.

4.1 Procedure and respondents of study 2

Dataset 2 will be used in study 2. This dataset results from the survey that our thesis circle has developed. Same as with dataset 1, a cross-sectional study has been done, hence without direct intervening in the process. Each respondent will fill in the survey once and with those results the dataset has been developed. Because we each contacted our personal network to complete the survey, the response rate was rather high in a short time. Collectively we reached a sample of 190 respondents who filled in the survey and gave permission to use their answers, anonymously.

The sample consisted of 63.2% women ($n = 120$) that filled in the survey, which is almost double than the amount of men (36.8%, $n = 70$). From the 190 respondents the highest percentages were in the age of 24 (14.2%) and 25 (13.2%). Besides, only 23.7% of the respondents are 50 years or older. This results in a mean age of 34.42 years. When looking at the type of contract that respondents have, the frequency table shows that 114 respondents (60%) have a permanent contract and 76 respondents have a temporary contract (40%).

4.2 Measures of study 2

At first, dataset 2 has been used to conduct the same analysis as in study 1 with dataset 1, in order to compare the results. To make sure that this comparison has a high reliability, the same measurement scales have been used for the variables in these analyses. This means that the dependent variables job satisfaction, performance and OCB, and the independent variables FTPO, intention to quit, job insecurity, employability and type of contract are measured in the same way as explained in chapter 3.5.

Next, dataset 2 has also been used to test the hypotheses that are stated in this research. The main variables in this research are FTPO, impression management and self-rated job performance. Each variable will be measured via, or based on, existing scales that have already been tested and proofed to be valid. Using these existing scales will lead to multi-item measurement and an increase in the content validity and reliability (Hair, Black, Babin & Anderson, 2014; Vennix, 2016). Because the survey

would be sent to our personal network, the expectation was that the respondents will be Dutch speaking. Therefore, each scale has been translated into Dutch, because using the native language of the respondents increases the validity because the respondents will understand the survey better and therefore give more appropriate answers.

Future time perspective in the organization (FTPO). As explained in chapter 3.5 our thesis circle has developed a new scale that measures FTPO. This scale is based on an existing scale for FTP from Zacher and Frese (2009). Zacher and Frese (2009) used five statements for remaining opportunities and five statements for remaining time. Together we critically looked at how to transform the 10 statements about FTP used by Zacher and Frese (2009) to 10 statements about FTPO. After that, we each individually translated the statements into Dutch, since the survey is in Dutch. The individual translations have been discussed and the best translations are chosen. It is a 7-point Likert scale ranging from 1 = *does not apply at all* to 7 = *applies completely*. Examples of the items are “Many opportunities await me in my future at this organization”, “I could do whatever I like in my future at this organization” and “I have the feeling that my time at this organization is running out”. The entire scale is mentioned in table 1.

Impression management. To measure this variable the scale developed by Wayne and Ferris (1990) has been used. Their scale consists of 24 statements that are about the behavior of the respondent in the last 3 months. The statements are divided into 12 statements about job-focused influence tactics, 7 statements about supervisor-focused influence tactics, and 5 statements about self-focused influence tactics. The respondent had to answer each statement on a 7-point Likert scale ranging from 1 = *never* to 7 = *always*. Examples of the job-focused statements are “Arrive at work early in order to look good in front of your supervisor”, “Try to take responsibility for positive events, even when you are not solely responsible” and “Make your supervisor aware of your accomplishments”. Examples of the supervisor-focused statements are “Praise your immediate supervisor on his or her accomplishments” and “Volunteer to help your immediate supervisor on a task”. Lastly, examples of self-focused statements are “Present yourself to your supervisor as being a friendly person” and “Work hard when you know the results will be seen by your supervisor”.

Self-rated job performance. As mentioned in chapter 3.5 a part of the performance scale developed by Williams and Anderson (1991) has been used to measure the variable self-rated job performance. Their scale consists of 21 items, but in order to increase the validity and reliability only the 4 items that are proofed to measure the variable job performance correctly have been used. In this research I look at self-rated performance, so I transformed these 4 items into self-rated performance items. Dess and Robinson (1984) state that self-rated performance measures are equally reliable as objective measures and therefore find them acceptable. The respondent must answer each item on a 5-point Likert scale: 1 = *totally disagree*, 2 = *disagree*, 3 = *neutral*, 4 = *agree*, and 5 = *totally agree*. The

4 items used are “I meet the formal performance requirements of my job”, “I adequately complete assigned duties”, “I perform the tasks that are expected of me” and “I fulfill the responsibilities specified in my job description”.

The relationships between the variables mentioned above will be tested under control of the variables gender, age and type of contract.

Gender. The variable gender can have an influence on the attitudes and behaviors of employees (Coyle-Shapiro & Kessler, 2000), and thus also on the main variables in this research. Therefore, it is important to include gender as a control variable. The respondents could choose between male, female, and other.

Age. The variable age is also important to include as control variable, since it is expected that the level of FTPO declines with age (Zacher & Frese, 2009). This means that it is expected that the older a person gets, the more limited his or her FTPO will be.

Type of contract. With type of contract is meant if the respondent has a permanent or fixed contract at the organization. This is an important aspect in this research, since I expect that having a permanent contract does not necessarily mean that you also feel like being in the organization for a permanent time. The same applies for having a temporary contract. This variable has been measured with one item: “Do you have a permanent or temporary contract at the organization?”. In order to give the respondents more clarity, in the answers it is explained what is meant with a permanent contract and what is meant with a temporary contract.

4.3 Analysis of study 2

At first, the same analyses as in study 1 have been conducted in study 2. This means that first three linear regression analyses have been done in order to see the added value of FTPO. Next, a bivariate Pearson correlation test is conducted to see the correlations between the independent variables from the linear regression analyses. Lastly, the results of these analyses in study 2 will be compared to the results of study 1.

Subsequently, the focus is solely on study 2 in order to answer the research question. First of all, to check the discriminant validity of the data, an exploratory factor analysis has been conducted. The exploratory factor analysis checks if there is enough statistical difference between the central variables in this research; FTPO, impression management and self-rated job performance. Thereafter, the quality of the gathered data has been checked, and this has been done via reliability analyses. Finally, hypotheses 1 and 2 will be tested.

To test hypothesis 1 a linear regression analysis has been used. First only the control variables, gender, age and type of contract, and the dependent variable, job performance, have been included in the model. Next, the independent variable, FTPO, has been added to the model in order to test hypothesis 1. An alpha of 5% is used, which means that hypothesis 1 will be accepted when the alpha is below .05. This results in a reliability of 95% in the end.

Hypothesis 2 has been tested via the PROCESS application in SPSS, which is the best way to analyze a mediation effect (Field, 2013). All main and control variables are included in the model at the same time. SPSS first gives the output of three relationships between these variables and after that the mediation effect is given. First, the relationship between the independent variable, FTPO, and the mediator, impression management. Second, the relationship between the mediator, impression management, and the dependent variable, job performance. Thirdly, the direct effect of FTPO on job performance. Finally, the mediation effect is given, so the indirect effect of the independent variable on the dependent variable through the mediator. Again, an alpha of 5% is used. The mediation effect can assumed to be significant at an alpha level of .05 when the bootstrap intervals for both the lower and upper confidence intervals are above zero, with a positive effect.

4.4 Results of study 2

In this part first the results of the linear regression analyses and the bivariate Pearson correlation test of study 2 will be discussed. Next, these results will be compared to the results of study 1. After that, solely study 2 will be looked at. At first, the results of the exploratory factor analysis, the reliability analyses and the descriptive statistics will be discussed. Next, the results of testing the hypotheses will be discussed.

4.4.1 Linear regression analyses and bivariate Pearson correlation test of study 2

For this study the same procedure as in study 1 will be followed. Again, first the negatively formulated variables have been recoded in order to correspond all high scores on the items with a positive score. Next the average of each variable has been calculated. To make sure the comparison between study 1 and 2 will have a high reliability, the same variables are used. Hence, the independent variables in block 1 are intention to quit, job insecurity, employability and type of contract, and the independent variable in block 2 is FTPO. Again, three linear regression analyses are conducted, and the dependent variable are sequentially job satisfaction, job performance and type of contract. Table 4 shows the results of the linear regression analyses of study 2.

The first linear regression analysis has job satisfaction as dependent variable. In the model summary it is shown that the explained variance of job satisfaction is high both in model 1 (Adjusted

R Square = .532) and model 2 (Adjusted R Square = .555). It also shows that model 1 is significant ($F = 54.811$, $p = .000$), but adding FTPO as an independent variable results in a significant change (F Change = 10.357, Sig F Change = .002).

When the dependent variable is changed to performance in the second linear regression analysis, it is interesting to see that here the adjusted R square is higher for model 1 (.052) than for model 2 (.047). Besides that, the model summary also shows that model 1 is significant ($F = 3.602$, $p = .007$), but adding FTPO as an independent variable does not result in a significantly better model (F Change = .040, Sig F Change = .841).

In the third linear regression analysis the dependent variable is organizational citizenship behavior. Again, the adjusted R square is low both in model 1 (.063) and model 2 (.110). Just as in the first linear regression analysis, model 1 is significant ($F = 4.176$, $p = .003$) and adding FTPO as an independent variable provides a significantly better model (F Change = 10.783, Sig F Change = .001).

Table 4: Adjusted R Square, F-value and significance of study 2

Variable	Model 1			Model 2		
	Adjusted R Square	F-value	Sig	Adjusted R Square	F Change	Sig F change
Dependent variable job satisfaction	.532	54.811	.000*	.555	10.357	.002*
Dependent variable performance	.052	3.602	.007*	.047	.040	.841
Dependent variable OCB	.063	4.176	.003*	.110	10.783	.001*

Notes: $n = 190$. * $p < .05$

When conducting the bivariate Pearson correlation test, only the independent variables from the previous linear regression analyses have been included. Hence, the variables in the correlation matrix are intention to quit, job insecurity, employability, type of contract, and FTPO. Table 5 shows the descriptive statistics and the correlations of the variables used in this analysis. It is interesting to see that FTPO is here significantly related to all variables ($p < .05$), except for type of contract ($p = .291$).

Table 5: Means, standard deviations, and correlations of study 2

Variable	M	SD	1	2	3	4	5
1. Intention to quit	1.6175	.88951	—				
2. Job insecurity	3.8605	1.04383	-.386*	—			
3. Employability	3.7684	.93629	.078	.193*	—		
4. Type of contract	1.40	.491	.094	-.352*	.133	—	

5. FTPO

2.8542	1.00956	-.428*	.469*	.151*	-.077	—
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Notes: n = 190. *p < .05

4.4.2 Comparison between study 1 and study 2

The aim of the linear regression analyses and the comparison between study 1 and study 2 is to see if the new variable FTPO provides a significant increase in the model fit. Table 6 shows the adjusted R Square, F-value and significance of the linear regression analyses from both study 1 and study 2. For the dependent variables job satisfaction and organizational citizenship behavior FTPO indeed significantly increases the model fit in both studies. However, for the dependent variable performance this is only the case in study 1, not in study 2. This could be a potential problem for the hypotheses testing in the next part, where the relationship between FTPO and self-rated job performance is researched. Therefore, this finding is mentioned as a limitation of this research.

Table 6: Adjusted R Square, F-value and significance of study 1 and 2

Variable	Model 1			Model 2		
	Adjusted R Square	F-value	Sig	Adjusted R Square	F Change	Sig F change
Dependent variable job satisfaction						
Study 1	.429	50.379	.000*	.446	8.047	.005*
Study 2	.532	54.811	.000*	.555	10.357	.002*
Dependent variable performance						
Study 1	.080	6.940	.000*	.100	6.884	.009*
Study 2	.052	3.602	.007*	.047	.040	.841
Dependent variable OCB						
Study 1	.198	17.747	.000*	.277	24.893	.000*
Study 2	.063	4.176	.003*	.110	10.783	.001*

Notes: n = 273 (study 1) or 190 (study 2). *p < .05

When comparing the descriptive statistics between study 1 and 2, the means and standard deviations have not changed much. However, the correlations do show some differences between study 1 and 2. The biggest difference is that in study 1 FTPO is significantly related to all variables except employability, while in study 2 FTPO is significantly related to all variables except type of contract. A difference related to this is that the correlation between FTPO and employability is negative when it is not significant, hence study 1, but positive when it is significant, hence study 2.

4.4.3 Study 2: Exploratory Factor analysis

Conducting a factor analysis is important because it tells you if the main variables show enough discriminant validity. This means that it checks if there is enough statistical difference between the scales of the three main variables FTPO, impression management and self-rated job performance. There is a significant difference when each variable scores high, .40 or above, on another factor.

Before looking at the pattern matrix, some other statistics need to be discussed. The KMO measure of sampling adequacy should be above .50 in order to make a factor analysis appropriate (Field, 2013). In this analysis KMO = .812, which is great. "Bartlett's test of sphericity examines whether the variance-covariance matrix is proportional to an identity matrix" (Field, 2013, p. 646) and should be significant, which is the case here ($p = .000$). When looking at the communalities there are 3 variables that have a value $< .20$ after extraction, which could indicate that there are cross loadings. There is a cross loading when in the pattern matrix the difference between the highest and second highest factor loading of an item is $< .20$.

In this factor analysis the number of factors was fixed on 4. Table 7 shows the factor loadings of the variables FTPO, impression management and self-rated performance. The pattern matrix shows that the variables are nicely divided over the factors. FTPO has high factor loadings on factor 2, impression management scores high on factor 1 and 4, and performance scores high on factor 3. However, impression management does have seven items that do not load $> .40$ on any factor, but because their highest loadings are still on the factors that represent impression management it is not a problem. Besides, impression management also has five cross loadings, from which four have no factor loading $> .40$. An interesting note here is that the five cross loadings are not the items that had a communality after extraction of $< .20$. IM_Job 6, 7 and 8 cross load on factor 1 and 4, but no items from FTPO or self-rated job performance load on these factors, so this is not a problem. IM_Job 4 and 9 load on factor 3 and 4, which could indicate a correlation with the variable self-rated job performance, but because the factor loadings are $< .40$ this is also not a problem. Therefore, the five cross loadings will not be deleted. However, not deleting IM_Job 4 and IM_Job 9 could still result in a limitation of this research and needs to be kept in mind.

Table 7: Pattern matrix

Variable	Factor 1	Factor 2	Factor 3	Factor 4
FTPO 1	.052	-.846	.112	.108
FTPO 2	-.001	-.866	.021	.128
FTPO 3	.039	-.872	.040	.028
FTPO 4	-.003	-.748	.099	.061

FTPO 5 recoded	.072	-.730	-.079	-.026
FTPO 6	.120	-.646	-.020	.064
FTPO 7	.035	-.805	-.057	-.015
FTPO 8	-.102	-.732	-.052	.048
FTPO 9 recoded	-.072	-.727	-.035	-.093
FTPO 10 recoded	-.121	-.714	.035	-.154
IM_Job 1	.031	-.042	.074	.681
IM_Job 2	.019	-.086	-.028	.710
IM_Job 3	-.065	.080	.063	.612
IM_Job 4	.151	.037	-.318	.364
IM_Job 5	.076	.029	-.041	.673
IM_Job 6	.302	-.047	-.155	.288
IM_Job 7	.426	.011	-.097	.380
IM_Job 8	.354	-.006	.084	.376
IM_Job 9	.151	.039	-.215	.287
IM_Job 10	.480	.032	-.019	.235
IM_Job 11 recoded	.066	.001	-.065	-.377
IM_Job 12	.017	-.144	-.018	.391
IM_Supervisor 1	.549	-.085	.124	-.202
IM_Supervisor 2	.523	-.082	.095	-.029
IM_Supervisor 3	.489	.026	.017	.123
IM_Supervisor 4	.524	.080	-.019	.104
IM_Supervisor 5	.554	-.072	.028	-.014
IM_Supervisor 6	.383	.037	-.007	-.021
IM_Supervisor 7	.519	-.089	-.073	.053
IM_Self 1	.783	.011	.045	-.247
IM_Self 2	.731	.022	-.012	-.153
IM_Self 3	.577	.040	-.114	.114
IM_Self 4	.622	.098	.022	.249
IM_Self 5	.612	.035	-.013	.133
Perf 1	.121	.084	.778	.113
Perf 2	.041	-.024	.867	.030
Perf 3	.054	-.064	.822	.045
Perf 4	-.012	-.007	.750	.073

Notes: **Blue** = Factor loading > .40. **Red** = Cross loading

4.4.4 Study 2: Reliability analyses

Next, a reliability analysis for each main variable separately is conducted in order to check if the Cronbach's alpha of every scale is good. When Cronbach's alpha is around .70 the scale can be accepted as reliable (Field, 2013). However, when deleting an item can increase Cronbach's alpha with > .05, this could be wise to do in order to get a more reliable scale. Table 8 shows the reliability statistics of the main variables in this research.

FTPO has a Cronbach's alpha of .935, which is very good. Since deleting one of its items does not increase Cronbach's alpha at all, it can be assumed that the scale we created for FTPO has a high reliability. In conclusion, all 10 items of FTPO will be used when testing the hypotheses.

For the scale of impression management the reliability analysis shows a Cronbach's alpha of .876, which is already high. There are two items that could slightly increase the Cronbach's alpha when deleted. The first one is IM_Job11recoded (Cronbach's alpha = .887), the second one is IM_Job12 (Cronbach's alpha = .877), but both increases do not match the minimum of .05, hence this reliability analysis shows that no items have to be deleted. Therefore, the whole scale of impression management will be used when testing hypothesis 2.

Finally, the scale of self-rated job performance will be looked at. The reliability analysis shows us that this scale has a Cronbach's alpha of .881, which is high. Again, Cronbach's alpha will not increase when an item will be deleted. A reason for this is that in this research already only the 4 items that have been proofed to be reliable in other researches have been included. In conclusion, all 4 items of the used scale for self-rated job performance will be used when testing the hypotheses.

Table 8: Reliability statistics

Variable	Cronbach's Alpha	N of items
FTPO	.935	10
Impression management	.876	24
Self-rated job performance	.881	4

4.4.5 Study 2: Descriptive statistics

Before testing the hypotheses, first the descriptive statistics have been looked at. An important aspect of the variables to investigate is checking for normal distribution. A scale is normally distributed when the mean, median and mode have exactly the same value, but this is almost never so perfect (Field,

2013). In table 9 the descriptive statistics can be found, and they show that there are indeed in each scale differences between the mean, median and mode.

The skewness and kurtosis also give an indication about the distribution of the scale. According to Van der Zee (2017) the skewness should be $< |.5|$ to indicate good normal distribution and $< |1|$ to indicate a tolerable normal distribution. This would mean that FTPO, impression management and type of contract probably have a good normal distribution, and self-rated job performance, gender and age have a tolerable normal distribution. The skewness also shows whether the distribution is left- or right-skewed, since a positive skewness indicates a right-skewed distribution and a negative skewness indicates a left-skewed distribution (Field, 2013). In this case all variables are right-skewed, except for self-rated job performance. The kurtosis should be $< |2|$ to indicate normal distribution, which is the case for each variable, and the closer to 0 the more likely normal distribution will be (Field, 2013). A positive kurtosis stands for a more peaked distribution, as is the case for impression management and self-rated job performance, and a negative kurtosis stands for a flatter distribution, as is the case for the other variables (Field, 2013).

Table 9: Descriptive statistics

Variable	Mean	Median	Mode	Standard deviation	Skewness	Kurtosis
Main variables:						
FTPO	2.8542	2.9000	2.00	1.00956	.073	-.827
Impression management	2.5248	2.5000	2.38	.52807	.183	.110
Self-rated job performance	4.3079	4.2500	4.00	.59645	-.873	1.545
Control variables:						
Gender	1.37	1.00	1	.484	.550	-1.716
Age	34.42	26.00	24	14.053	.793	-1.035
Type of contract	1.40	1.00	1	.491	.412	-1.850

Note: n = 190

In table 10 the results of the bivariate Pearson correlation test are shown. What the correlation matrix shows is that the main variables do not correlate with each other, and only impression management correlates with some control variables. The only significant correlations are that age and type of contract correlate with impression management and gender, and also correlate with each other.

Table 10: Bivariate Pearson correlation test

Variable	1	2	3	4	5	6
Main variables:						
1. FTPO	—					
2. Impression management	.049	—				
3. Self-rated job performance	.130	-.008	—			
Control variables:						
4. Gender	.090	-.089	.036	—		
5. Age	-.047	-.332*	.063	.239*	—	
6. Type of contract	-.077	.205*	-.088	-.156*	-.473*	—

Notes: n = 190. *p < .05

4.4.6 Study 2: Testing hypothesis 1

Hypothesis 1 predicts that the level of future time perspective in the organization has a positive relationship with self-rated job performance. To test this hypothesis a linear regression analysis has been conducted, with an alpha of .05. Self-rated job-performance has been added as the dependent variable, the control variables gender, age and type of contract have been added as independent variables in block 1, and lastly FTPO has been added as an independent variable in block 2.

The model summary shows that the Adjusted R Square = .003, which means that FTPO and the control variables only explain 0.3% of self-rated job performance. This low percentage means that there are many more variables that predict self-rated job performance. Besides this low Adjusted R Square, the linear regression analysis also shows that there is no significant direct effect ($B = .075$, $t = 1.725$, $p = .086$) between FTPO and self-rated job performance, under control of the variables gender, age and type of contract. This means that the relationship between the level of FTPO and self-rated job performance is positive, as expected, but unfortunately not significant. Therefore, hypothesis 1 will be rejected. Table 11 shows all the coefficients of the linear regression analysis.

Table 11: Results linear regression analysis

Variable	B	SE	Beta	t-value	Sign.
Control variables:					
Gender	.007	.093	.006	.075	.940
Age	.002	.004	.039	.466	.642
Type of contract	-.072	.101	-.059	-.714	.476

Main effect:					
FTPO	.075	.043	.127	1.725	.086

Note: Dependent variable = Self-rated job performance.

4.4.7 Study 2: Testing hypothesis 2

Hypothesis 2 predicts that impression management mediates the relationship between the level of future time perspective in the organization and self-rated job performance. The PROCESS application will be used to test hypothesis 2 and again an alpha of .05 is wielded. The independent variable, mediator, dependent variable and control variables are all included in the model at the same time. In table 12 the results of the PROCESS analysis are shown.

The PROCESS application provides the results of four different relationships, which will each be discussed shortly. First, the relationship between the independent variable and the mediator. Even though the model summary shows that the model explains 11.49% of impression management, which is a significant part ($F = 6.0019$, $p = .0001$), the effect of FTPO on impression management is not significant ($B = .0217$, $t = .5913$, $p = .5551$). Next, the relationship between the mediator and the dependent variable will be discussed. Here the model only explains 2.46%, which is not significant ($F = .9271$, $p = .4646$). The effect of impression management on self-rated job performance is also not significant ($B = .0152$, $t = .1737$, $p = .8623$). Then the direct relationship between the independent variable and the dependent variable is provided. The PROCESS application shows that there is no significant direct relationship between FTPO and self-rated job performance ($B = .0746$, $t = 1.7115$, $p = .0887$), which was already concluded when doing the linear regression analysis for testing hypothesis 1. Finally, the mediation effect is shown, so the indirect relationship between FTPO and self-rated job performance through impression management, under control by the variables gender, age and type of contract. Even though this indirect relationship is positive, as expected, the relationship is slightly not significant ($B = .0003$, BootLLCI = $-.0077$, BootULCI = $.0095$). Both the lower and upper confidence intervals had to be above zero, with a positive effect, in order for the mediation effect to be significant.

In conclusion, even though the PROCESS analysis shows that the model of FTPO and control variables explains a significant part of impression management, there is no significant effect between the independent variable and the mediator, and also no significant effect between the mediator and the dependent variable. This results in a mediation effect that is just not significant and therefore hypothesis 2 cannot be accepted at this moment.

Table 12: Results PROCESS analysis

Effect	B	SE	t-value	Sign.	BootLLCI	BootULCI
FTPO on impression management	.0217	.0366	.5913	.5551		
Impression management on self-rated job performance	.0152	.0874	.1737	.8623		
<i>Direct effect</i>						
FTPO on self-rated job performance	.0746	.0436	1.7115	.0887		
<i>Indirect effect</i>						
FTPO on self-rated job performance through impression management	.0003	.0039			-.0077	.0095

Notes: $n = 190$. $*p < .05$

5. Conclusion

The central question of this research is:

'What is the relationship between FTPO and self-rated job performance, and to what extent does impression management mediate this relationship?'

To answer this central question two hypotheses have been proposed and tested. Hypothesis 1 expected that the level of future time perspective in the organization has a positive relationship with self-rated job performance. Although it could be assumed from literature that this relationship does exist, the results of this research show that there is slightly no significant direct relationship between FTPO and self-rated job performance. Therefore, hypothesis 1 has been rejected.

Hypothesis 2 expected that impression management mediates the relationship between future time perspective in the organization and self-rated job performance. Literature suggests that there is a relationship between FTPO and impression management, and also between impression management and self-rated job performance. However, both these relationships have not been proofed to be significant in this research. This results in a slightly not significant indirect of FTPO on self-rated job performance through impression management, under control by the variables gender, age and type of contract. Therefore, hypothesis 2 could also not be accepted.

In conclusion, both hypotheses have been rejected because this research showed no significant direct or indirect effect. Therefore, the answer to the central question is that there is no direct relationship between FTPO and self-rated job performance, and also no indirect relationship between FTPO and self-rated job performance mediated by impression management. However, what should not be forgotten is that the significance levels for both the relationships were almost significant ($< .05$) and thus further research is needed to see when the relationships will become significant.

6. Discussion

This chapter will discuss the theoretical and practical implications of this research. Next, the limitations will be told and some recommendations for further research will be provided. Lastly, there will be a final conclusion with the key messages of this research.

6.1 Theoretical implications

The most important theoretical implication is the development of the new concept future time perspective in the organization. This concept is based on the concept FTP for which Zacher and Frese (2009) developed a measurement scale. By adding the organizational context to the existing concept FTP and developing a corresponding new measurement scale, researchers in the field of work-related studies can use this concept in their research. This means that with this new concept more insights can be gained about perceived temporality and specifically about perceived temporality in the organization.

Not only insights about FTPO itself are gained, but also about its relationships with other work-related variables. For example, in both study 1 and 2 a bivariate Pearson correlation test has been done to check the correlations between FTPO and other variables (intention to quit, job insecurity, employability and type of contract). These tests showed that in study 1 FTPO has a significant correlation with all the variables except for employability, while in study 2 FTPO has a significant correlation with all the variables except for type of contract. These findings show that FTPO indeed correlates with and can be influenced by certain variables. Also the added value of FTPO for certain variables has been proofed to be significant in both study 1 and 2 for job satisfaction and organizational citizenship, and only in study 1 for performance. All these findings show the importance of understanding the concept FTPO and its relationships and this research is one of the earlier steps in the process of understanding FTPO.

Even though multiple researches (e.g. Cate & John, 2007; Kooij et al., 2017; Simons et al., 2004) suggest that there is a relationship between FTPO and job performance, this is not supported in this research. However, this direct relationship was close to significant, which could indicate that the relationship exists in certain circumstances. Therefore, this research adds to existing research about FTPO and performance and suggests that the circumstances of research about FTPO should be invested more. For example, in this research it could be that the pandemic of the COVID-19 coronavirus influenced the answers respondents gave and they could have altered the significance levels.

Besides, De Cuyper and De Witte (2011) suggest that there is a relationship between FTPO and impression management, but in this research this relationship is far from significant. Also the relationship between impression management and job performance that is suggested by literature

(e.g. Bolino et al., 2008) is far from significant in this research. A reason for this could be the low mean age that the respondents of this research have, which indicates a low tenure and that could affect the results. Another reason could be that there are different scales for measuring impression management or job performance and using another scale could have led to a difference in the results. For example, in this research job performance has been measured via self-rating performance items, while the actual or perceived job performance could differ from this.

Finally, the indirect relationship, so the relationship between FTPO and self-rated job performance mediated by impression management. This research shows that this mediating relationship is almost significant ($B = .003$, $\text{BootLLCI} = -.0077$, $\text{BootULCI} = .0095$), which does not completely correspond with the literature that suggests that this relationship exists. This result already provides some insight in the three variables but suggests that more research is needed.

6.2 Practical implications

A first important note for organizations is that FTPO does play a significant role in explaining job satisfaction and organizational citizenship behavior. For the outcome variable job performance there are mixed results about this, which indicates that FTPO could play a significant role, but this is not always the case. This means that it would be wise for organizations to keep FTPO in mind when they want to improve job performance, but further research should provide more clearance about this relationship.

The latter mentioned relationship between FTPO and self-rated job performance has been further researched when testing the hypotheses. Here the analyses showed that the direct relationship between FTPO and self-rated job performance is not significant in this research when an alpha of .05 is wielded, but it is close. This again means that organizations should not forget about FTPO, but more research is needed. Besides, the indirect relationship, so the relationship between FTPO and self-rated job performance mediated by impression management, was also almost significant. However, the relationship between FTPO and impression management and the relationship between impression management and self-rated job performance were both far from significant. For organizations these results provide insight in the variable impression management, which probably does not play an important role for the self-rated job performance. Performance is a large aspect of achieving the overall goals of the organization, therefore it is also important to know what influences self-rated performance and how to improve it. The fact that the direct and indirect effect are both almost significant provides some information to the organization about which variables influence the performance outcome. Also, the mixed results of the added value of FTPO on job performance is interesting for organizations.

6.3 Limitations

Besides theoretical and practical implications, there are also some limitations of this research. The first limitation is that the survey combined all the measurement scales of five different Master students. There were a few overlapping variables, but most of them were different and that resulted in a long survey. Besides, also the variables that we would use from study 1 had to be in study 2 in order to be able to make a reliable comparison. The length of the research could have altered the answers respondents gave, because it could take them longer than they expected and that could result in respondents that misread the question, answer too fast or answer without really thinking. In future research the focus could be solely on the variables in this research, in order to decrease the length of the survey and get more reliable answers.

The second limitation is that we used a more easy and fast way to distribute the survey and reach respondents. Because we only distributed the survey via social media channels, such as LinkedIn and Facebook, in our personal network, the most respondent were from our own age category. This means that the most respondents probably have a low tenure and could therefore have a different perception on temporality in the organization than respondents from older age categories. For future research it could be wise to try to even the number of respondents in all age categories, because it could result in a more general overview of the Dutch working population and thus also increase the generalizability of the research.

An important limitation of this research is that there were mixed results in analyzing the added value of FTPO on the dependent variable job performance. In study 1 the added value was indeed significant (F change = 6.884, Sig change = .009), but in study 2 this was no longer the case (F change = .040, Sig change = .841). The main focus of this research was to analyze the relationship between FTPO and self-rated job performance, mediated by impression management, but in study 2 FTPO does not significantly add value and therefore it could already be expected that both hypotheses would not be accepted. These mixed results make it important to further analyze the added value of FTPO and its relationship with job performance in future research.

A fourth limitation could be the factor loadings of the items from impression management. IM_Job4 and IM_Job9 cross load on factor 3 and 4. This could indicate that they may correlate with the items from self-rated job performance, since self-rated job performance loads on factor 3. However, IM_Job4 and IM_Job9 both have no factor loading $> .40$ and are therefore not deleted, because this would probably mean that it is not a problem. This results in a small limitation that could be further analyzed.

Next to these more technical limitations, there has also been an unexpected pandemic of the COVID-19 coronavirus. Due to this pandemic people are in self-quarantine, multiple branches had to

close for undetermined time, and multiple branches that were still allowed to stay open were struggling. This brought a lot of uncertainty into organizations and it is possible that this uncertainty influenced the answers respondents gave to the questions in the survey. Therefore, it could be the case that repeating this same research in the future could provide different results.

6.4 Further research

For future research it would first be interesting to solve most of the limitations in this research. That means that the research should be repeated when the pandemic of the COVID-19 coronavirus is over and all organizations are back on track. Besides that, the survey should also be shorter and only include the variables that are used in this specific research, this in order to increase the focus of respondents and get more reliable answers. It would also be wise to try to even the age categories more, so the perspective of each age category is taken into account equally and the results will be more generalizable.

Another recommendation for further research is to analyze the relationship between FTPO and job performance more extensive. In this research analyzing the added value of FTPO on explaining the dependent variable performance provided mixed results. It would be interesting to find out what the differences are between study 1 and 2 and why this causes a difference in the significance level.

A recommendation that is related to the latter one, is that both hypotheses in this research had to be rejected even though the significance level was very close to .05. Now it is uncertain for organizations if they need to focus on the level of FTPO when they want to increase the job performance levels, so further research should look more closely to these relationships.

Finally, it would be interesting to find out why there is no significant relationship between FTPO and impression management and between impression management and self-rated job performance, because literature suggests that these relationships do exist. Finding out under which circumstances these relationships are significant, would be very helpful for organizations.

6.5 Final conclusion

In this research the relationship between FTPO and self-rated job performance was investigated, and it was researched if this relationship is mediated by impression management. This research made use of 2 different studies in order to test the statistical value of FTPO on job satisfaction, organizational citizenship behavior and job performance. For job satisfaction and organizational citizenship behavior the statistical value was significant in both study 1 and 2. For the statistical value of FTPO on job performance the analysis showed mixed results, which is a limitation of this research. The main focus of this research was to test the direct and indirect relationship of FTPO on self-rated performance, but

unfortunately this research showed no significant relationships between FTPO and impression management and between impression management and self-rated job performance. However, the main relationships, so the direct and indirect relationships, were almost significant. This indicates that further research is needed to give clarity on the direct and indirect impact of FTPO on self-rated job performance.

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8. Appendices

First the used parts of survey 1 are shown and next the SPSS output of the analyses that were done in study 1. Subsequently, the used parts of survey 2 are shown and then the SPSS output of the analyses that were done in study 2 are shown.

8.1 Survey 1 used parts

Project Bedrijfskunde 1920

Start of Block: Introduction

Q25

Beste heer/mevrouw,

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

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

Dr. Jeroen de Jong (j.dejong@fm.ru.nl)
Faculteit Managementwetenschappen
Radboud Universiteit Nijmegen

Alvast enorm bedankt voor uw deelname!!

Q26 Toestemming en goedkeuring deelname onderzoek. U kunt uw goedkeuring geven voor het gebruik van uw antwoorden voor het (afstudeer-)onderzoek van de studenten van de Radboud Universiteit door **alle vragen** hieronder aan te vinken.

☐ Ik geef toestemming om de gegevens die verzameld zijn tijdens dit onderzoek te gebruiken voor wetenschappelijk onderzoek. (1)

☐ Ik weet dat al de informatie die ik ten behoeve van dit onderzoek geef anoniem wordt verzameld en niet tot mij terug te leiden zijn. (2)

☐ Ik weet dat ik op elk moment kan stoppen met het onderzoek, ik hoef hiervoor geen reden op te geven. (3)

End of Block: Introduction

Start of Block: Persoonlijke gegevens

Age:

Q7 In welk jaar bent u geboren?

Gender:

Q8 Wat is uw geslacht?

☐ Vrouw (1)

☐ Man (2)

Type of contract:

Q12 Heeft u een vast of tijdelijk contract bij deze organisatie?

☐ Vast contract (een contract zonder einddatum) (1)

☐ Tijdelijk contract (een contract met een einddatum, zoals een jaarcontract of via een uitzendbureau) (2)

Organizational citizenship behavior:

Q31 Geef aan in welke mate u het eens bent met de volgende uitspraken. Er zijn geen goede of foute antwoorden, het is uw mening die telt. U kunt antwoorden door op het antwoord van uw keuze te klikken.

	Helemaal niet mee eens (1)	Eerder niet mee eens (2)	Deels eens, deels oneens (3)	Eerder mee eens (4)	Helemaal mee eens (5)
Ik draag bij aan activiteiten die niet van mij gevraagd worden, maar het imago van de organisatie versterken. (12)	☐	☐	☐	☐	☐
Ik verdedig de organisatie wanneer anderen deze bekritisieren. (13)	☐	☐	☐	☐	☐
Ik ben trots op de organisatie wanneer ik publiek hier over praat. (14)	☐	☐	☐	☐	☐
Ik kom met ideeën om het functioneren van de organisatie te verbeteren. (15)	☐	☐	☐	☐	☐
Ik toon loyaliteit aan de organisatie. (16)	☐	☐	☐	☐	☐
Ik onderneem actie om de organisatie te behoeden voor mogelijke problemen. (17)	☐	☐	☐	☐	☐

Job performance:

Q34 De volgende stelling gaat over uw prestaties. Geef aan in welke mate u het eens bent met de volgende uitspraken. Er zijn geen goede of foute antwoorden, het is uw mening die telt. U kunt antwoorden door op het antwoord van uw keuze te klikken.

	Helemaal niet mee eens (1)	Eerder niet mee eens (2)	Deels eens, deels oneens (3)	Eerder mee eens (4)	Helemaal mee eens (5)
Ik voldoe aan alle formele prestatie eisen van mijn baan. (1)	☐	☐	☐	☐	☐
Ik behaal de doelstellingen van mijn baan. (2)	☐	☐	☐	☐	☐
Ik voer alle taken binnen mijn baan naar verwachting uit. (7)	☐	☐	☐	☐	☐
Ik voldoe aan alle eisen die gesteld worden in de functieomschrijving van mijn baan. (14)	☐	☐	☐	☐	☐

FTPO:

Q33 Geef aan in welke mate u het eens bent met de volgende uitspraken. Er zijn geen goede of foute antwoorden, het is uw mening die telt. U kunt antwoorden door op het antwoord van uw keuze te klikken.

	Helemaal niet mee eens (1)	Eerder niet mee eens (2)	Deels eens, deels oneens (3)	Eerder mee eens (4)	Helemaal mee eens (5)
Er wachten mij vele mogelijkheden in de toekomst binnen deze organisatie. (1)	☐	☐	☐	☐	☐
Ik verwacht dat ik veel nieuwe doelen kan maken in mijn toekomst in deze organisatie. (2)	☐	☐	☐	☐	☐
Mijn toekomst binnen dit bedrijf is vol met mogelijkheden. (3)	☐	☐	☐	☐	☐
Ik kan doen wat ik wil in mijn toekomst binnen deze organisatie. (4)	☐	☐	☐	☐	☐
Ik heb maar beperkte mogelijkheden in mijn toekomst binnen deze organisatie. (5)	☐	☐	☐	☐	☐
Ik heb veel tijd om nieuwe plannen te maken voor mijn carrière binnen deze organisatie. (6)	☐	☐	☐	☐	☐
Het merendeel van mijn tijd in deze organisatie ligt nog voor mij. (7)	☐	☐	☐	☐	☐
Mijn toekomst binnen deze organisatie lijkt oneindig voor mij. (8)	☐	☐	☐	☐	☐

Ik heb het
gevoel dat mijn
tijd binnen deze
organisatie aan
het opraken is.
(9)

☐
☐
☐
☐
☐

Ik heb het
gevoel dat mijn
tijd binnen deze
organisatie
beperkt is. (10)

☐
☐
☐
☐
☐

Job satisfaction:

Q27 Geef aan in welke mate u het eens bent met de volgende uitspraken. Er zijn geen goede of foute antwoorden, het is uw mening die telt. U kunt antwoorden door op het antwoord van uw keuze te klikken.

	Helemaal niet mee eens (1)	Eerder niet mee eens (2)	Deels eens, deels oneens (3)	Eerder mee eens (4)	Helemaal mee eens (5)
Ik ben niet gelukkig met mijn werk. (1)	☐	☐	☐	☐	☐
Mijn werk verveelt me vaak. (4)	☐	☐	☐	☐	☐
Meestal ben ik enthousiast over mijn werk. (6)	☐	☐	☐	☐	☐
Ik vind plezier in mijn baan. (9)	☐	☐	☐	☐	☐

Intention to quit:

Q27 Geef aan in welke mate u het eens bent met de volgende uitspraken. Er zijn geen goede of foute antwoorden, het is uw mening die telt. U kunt antwoorden door op het antwoord van uw keuze te klikken.

	Helemaal niet mee eens (1)	Eerder niet mee eens (2)	Deels eens, deels oneens (3)	Eerder mee eens (4)	Helemaal mee eens (5)
Tegenwoordig heb ik vaak zin mijn baan op te geven. (2)	☐	☐	☐	☐	☐
Ondanks de verplichtingen die ik heb tegenover deze organisatie, wil ik mijn baan zo snel mogelijk opzeggen. (5)	☐	☐	☐	☐	☐
Als ik kon, zou ik vandaag nog ontslag nemen. (8)	☐	☐	☐	☐	☐

Job insecurity:

Q27 Geef aan in welke mate u het eens bent met de volgende uitspraken. Er zijn geen goede of foute antwoorden, het is uw mening die telt. U kunt antwoorden door op het antwoord van uw keuze te klikken.

	Helemaal niet mee eens (1)	Eerder niet mee eens (2)	Deels eens, deels oneens (3)	Eerder mee eens (4)	Helemaal mee eens (5)
De kans bestaat dat ik binnenkort mijn baan verlies. (3)	☐	☐	☐	☐	☐
Ik weet zeker dat ik deze baan kan behouden. (7)	☐	☐	☐	☐	☐
Ik voel me onzeker over de toekomst van mijn baan. (11)	☐	☐	☐	☐	☐
Ik denk dat ik in de nabije toekomst mijn baan zal verliezen. (14)	☐	☐	☐	☐	☐

Employability:

Q64 Geef aan in welke mate u het eens bent met de volgende uitspraken. Er zijn geen goede of foute antwoorden, het is uw mening die telt. U kunt antwoorden door op het antwoord van uw keuze te klikken.

	Helemaal niet mee eens (1)	Eerder niet mee eens (2)	Deels eens, deels oneens (3)	Eerder mee eens (4)	Helemaal mee eens (5)
Ik ben optimistisch dat ik ander werk zal vinden, als ik daarnaar zou zoeken. (7)	☐	☐	☐	☐	☐
Ik vind gemakkelijk een andere baan als ik deze verlies. (8)	☐	☐	☐	☐	☐
Ik kan makkelijk van werkgever veranderen, als ik dat zou willen. (9)	☐	☐	☐	☐	☐
Ik heb er vertrouwen in dat ik snel een andere, gelijkwaardige, baan zou kunnen vinden. (10)	☐	☐	☐	☐	☐

8.2 SPSS output study 1

8.2.1 Frequency tables study 1

FREQUENCIES VARIABLES=Age Gender Contract

/ORDER=ANALYSIS.

Frequencies

Statistics

		In welk jaar bent u geboren?	Wat is uw geslacht?	Heeft u een vast of tijdelijk contract bij deze organisatie?
N	Valid	266	273	273
	Missing	7	0	0

Frequency Table

In welk jaar bent u geboren?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1954	1	,4	,4	,4
	1955	2	,7	,8	1,1
	1957	3	1,1	1,1	2,3
	1959	4	1,5	1,5	3,8
	1960	2	,7	,8	4,5
	1961	2	,7	,8	5,3
	1962	7	2,6	2,6	7,9
	1963	9	3,3	3,4	11,3
	1964	4	1,5	1,5	12,8
	1965	5	1,8	1,9	14,7
	1966	10	3,7	3,8	18,4
	1967	9	3,3	3,4	21,8
	1968	7	2,6	2,6	24,4
	1969	3	1,1	1,1	25,6
	1970	1	,4	,4	25,9
	1971	4	1,5	1,5	27,4
	1973	2	,7	,8	28,2

1974	2	,7	,8	28,9
1975	1	,4	,4	29,3
1976	2	,7	,8	30,1
1977	1	,4	,4	30,5
1978	2	,7	,8	31,2
1979	1	,4	,4	31,6
1981	1	,4	,4	32,0
1982	2	,7	,8	32,7
1983	1	,4	,4	33,1
1984	1	,4	,4	33,5
1985	1	,4	,4	33,8
1986	3	1,1	1,1	35,0
1987	1	,4	,4	35,3
1988	2	,7	,8	36,1
1989	1	,4	,4	36,5
1990	2	,7	,8	37,2
1991	1	,4	,4	37,6
1992	5	1,8	1,9	39,5
1993	6	2,2	2,3	41,7
1994	12	4,4	4,5	46,2
1995	15	5,5	5,6	51,9
1996	11	4,0	4,1	56,0
1997	39	14,3	14,7	70,7
1998	31	11,4	11,7	82,3
1999	16	5,9	6,0	88,3
2000	8	2,9	3,0	91,4
2001	5	1,8	1,9	93,2

	2002	9	3,3	3,4	96,6
	2003	8	2,9	3,0	99,6
	2004	1	,4	,4	100,0
	Total	266	97,4	100,0	
Missing	9999	7	2,6		
Total		273	100,0		

Wat is uw geslacht?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Vrouw	157	57,5	57,5	57,5
	Man	116	42,5	42,5	100,0
	Total	273	100,0	100,0	

Heeft u een vast of tijdelijk contract bij deze organisatie?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Vast contract (een contract zonder einddatum)	157	57,5	57,5	57,5
	Tijdelijk contract (een contract met een einddatum, zoals een jaarcontract of via een uitzendbureau)	116	42,5	42,5	100,0
	Total	273	100,0	100,0	

COMPUTE Age_avg=MEAN(Age).

EXECUTE.

8.2.2 Linear regression analyses study 1

REGRESSION

/DESCRIPTIVES MEAN STDDEV CORR SIG N

/MISSING LISTWISE

```

/STATISTICS COEFF OUTS R ANOVA CHANGE
/CRITERIA=PIN(.05) POUT(.10)
/NOORIGIN
/DEPENDENT JSmean
/METHOD=ENTER IQmean JImean Employmean Contract
/METHOD=ENTER FTPmean.

```

Regression

Descriptive Statistics

	Mean	Std. Deviation	N
JS mean score	4,1026	,74355	273
IQ mean score	1,6154	,83811	273
JI mean score	4,0284	,88251	273
Employ mean score	3,8361	,94975	273
Heeft u een vast of tijdelijk contract bij deze organisatie?	1,42	,495	273
FTP mean score	2,8652	,96425	273

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Heeft u een vast of tijdelijk contract bij deze organisatie?, IQ mean score, Employ mean score, JI mean score ^b	.	Enter
2	FTP mean score ^b	.	Enter

a. Dependent Variable: JS mean score

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	
					R Square Change	F Change
1	,655 ^a	,429	,421	,56594	,429	50,379
2	,668 ^b	,446	,436	,55864	,017	8,047

Model Summary

Model	df1	df2	Change Statistics	
			Sig. F Change	
1	4	268	,000	
2	1	267	,005	

a. Predictors: (Constant), Heeft u een vast of tijdelijk contract bij deze organisatie?, IQ mean score, Employ mean score, JI mean score

b. Predictors: (Constant), Heeft u een vast of tijdelijk contract bij deze organisatie?, IQ mean score, Employ mean score, JI mean score, FTP mean score

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	64,542	4	16,136	50,379	,000 ^b
	Residual	85,836	268	,320		
	Total	150,378	272			
2	Regression	67,054	5	13,411	42,973	,000 ^c
	Residual	83,324	267	,312		
	Total	150,378	272			

a. Dependent Variable: JS mean score

b. Predictors: (Constant), Heeft u een vast of tijdelijk contract bij deze organisatie?, IQ mean score, Employ mean score, JI mean score

c. Predictors: (Constant), Heeft u een vast of tijdelijk contract bij deze organisatie?, IQ mean score, Employ mean score, JI mean score, FTP mean score

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	4,837	,266		18,169
	IQ mean score	-,531	,042	-,599	-12,542
	JI mean score	,090	,044	,107	2,055
	Employ mean score	,022	,038	,028	,582
	Heeft u een vast of tijdelijk contract bij deze organisatie?	-,227	,075	-,151	-3,010
2	(Constant)	4,440	,298		14,919
	IQ mean score	-,473	,047	-,533	-10,126
	JI mean score	,075	,044	,088	1,705
	Employ mean score	,023	,037	,030	,630
	Heeft u een vast of tijdelijk contract bij deze organisatie?	-,206	,075	-,137	-2,763
	FTP mean score	,115	,041	,149	2,837

Coefficients^a

Model		Sig.
1	(Constant)	,000
	IQ mean score	,000
	JI mean score	,041
	Employ mean score	,561
	Heeft u een vast of tijdelijk contract bij deze organisatie?	,003
2	(Constant)	,000
	IQ mean score	,000

JI mean score	,089
Employ mean score	,530
Heeft u een vast of tijdelijk contract bij deze organisatie?	,006
FTP mean score	,005

a. Dependent Variable: JS mean score

Excluded Variables^a

Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics Tolerance
1 FTP mean score	,149 ^b	2,837	,005	,171	,748

a. Dependent Variable: JS mean score

b. Predictors in the Model: (Constant), Heeft u een vast of tijdelijk contract bij deze organisatie?, IQ mean score, Employ mean score, JI mean score

REGRESSION

```

/DESCRIPTIVES MEAN STDDEV CORR SIG N
/MISSING LISTWISE
/STATISTICS COEFF OUTS R ANOVA CHANGE
/CRITERIA=PIN(.05) POUT(.10)
/NOORIGIN
/DEPENDENT Perfmean
/METHOD=ENTER IQmean JImean Employmean Contract
/METHOD=ENTER FTPmean.

```

Regression

Descriptive Statistics

	Mean	Std. Deviation	N
Perf mean score	4,3755	,62394	273
IQ mean score	1,6154	,83811	273

JI mean score	4,0284	,88251	273
Employ mean score	3,8361	,94975	273
Heeft u een vast of tijdelijk contract bij deze organisatie?	1,42	,495	273
FTP mean score	2,8652	,96425	273

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Heeft u een vast of tijdelijk contract bij deze organisatie?, IQ mean score, Employ mean score, JI mean score ^b	.	Enter
2	FTP mean score ^b	.	Enter

a. Dependent Variable: Perf mean score

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	
					R Square Change	F Change
1	,306 ^a	,094	,080	,59835	,094	6,940
2	,342 ^b	,117	,100	,59189	,023	6,884

Model Summary

Model	Change Statistics		
	df1	df2	Sig. F Change
1	4	268	,000

2	1	267	,009
---	---	-----	------

a. Predictors: (Constant), Heeft u een vast of tijdelijk contract bij deze organisatie?, IQ mean score, Employ mean score, JI mean score

b. Predictors: (Constant), Heeft u een vast of tijdelijk contract bij deze organisatie?, IQ mean score, Employ mean score, JI mean score, FTP mean score

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9,939	4	2,485	6,940	,000 ^b
	Residual	95,951	268	,358		
	Total	105,891	272			
2	Regression	12,351	5	2,470	7,051	,000 ^c
	Residual	93,539	267	,350		
	Total	105,891	272			

a. Dependent Variable: Perf mean score

b. Predictors: (Constant), Heeft u een vast of tijdelijk contract bij deze organisatie?, IQ mean score, Employ mean score, JI mean score

c. Predictors: (Constant), Heeft u een vast of tijdelijk contract bij deze organisatie?, IQ mean score, Employ mean score, JI mean score, FTP mean score

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	3,953	,281		14,044
	IQ mean score	-,054	,045	-,072	-1,204
	JI mean score	,058	,046	,082	1,256
	Employ mean score	,144	,040	,220	3,635
	Heeft u een vast of tijdelijk contract bij deze organisatie?	-,195	,080	-,155	-2,456
2	(Constant)	4,341	,315		13,767

IQ mean score	-,112	,049	-,150	-2,255
JI mean score	,074	,046	,104	1,592
Employ mean score	,143	,039	,217	3,638
Heeft u een vast of tijdelijk contract bij deze organisatie?	-,215	,079	-,171	-2,723
FTP mean score	-,113	,043	-,174	-2,624

Coefficients^a

Model		Sig.
1	(Constant)	,000
	IQ mean score	,230
	JI mean score	,210
	Employ mean score	,000
	Heeft u een vast of tijdelijk contract bij deze organisatie?	,015
	FTP mean score	,009
2	(Constant)	,000
	IQ mean score	,025
	JI mean score	,113
	Employ mean score	,000
	Heeft u een vast of tijdelijk contract bij deze organisatie?	,007
	FTP mean score	,009

a. Dependent Variable: Perf mean score

Excluded Variables^a

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics Tolerance
1	FTP mean score	-,174 ^b	-2,624	,009	-,159	,748

a. Dependent Variable: Perf mean score

b. Predictors in the Model: (Constant), Heeft u een vast of tijdelijk contract bij deze organisatie?, IQ mean score, Employ mean score, JI mean score

REGRESSION

/DESCRIPTIVES MEAN STDDEV CORR SIG N

/MISSING LISTWISE

/STATISTICS COEFF OUTS R ANOVA CHANGE

/CRITERIA=PIN(.05) POUT(.10)

/NOORIGIN

/DEPENDENT OCBmean

/METHOD=ENTER IQmean JImean Employmean Contract

/METHOD=ENTER FTPmean.

Regression

Descriptive Statistics

	Mean	Std. Deviation	N
OCB mean score	3,9231	,70377	273
IQ mean score	1,6154	,83811	273
JI mean score	4,0284	,88251	273
Employ mean score	3,8361	,94975	273
Heeft u een vast of tijdelijk contract bij deze organisatie?	1,42	,495	273
FTP mean score	2,8652	,96425	273

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Heeft u een vast of tijdelijk contract bij deze organisatie?, IQ mean score, Employ mean score, JI mean score ^b	.	Enter
2	FTP mean score ^b	.	Enter

a. Dependent Variable: OCB mean score

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	
					R Square Change	F Change
1	,458 ^a	,209	,198	,63041	,209	17,745
2	,526 ^b	,277	,263	,60406	,067	24,893

Model Summary

Model	Change Statistics		
	df1	df2	Sig. F Change
1	4	268	,000
2	1	267	,000

a. Predictors: (Constant), Heeft u een vast of tijdelijk contract bij deze organisatie?, IQ mean score, Employ mean score, JI mean score

b. Predictors: (Constant), Heeft u een vast of tijdelijk contract bij deze organisatie?, IQ mean score, Employ mean score, JI mean score, FTP mean score

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28,209	4	7,052	17,745	,000 ^b
	Residual	106,509	268	,397		
	Total	134,718	272			
2	Regression	37,293	5	7,459	20,441	,000 ^c
	Residual	97,425	267	,365		
	Total	134,718	272			

a. Dependent Variable: OCB mean score

b. Predictors: (Constant), Heeft u een vast of tijdelijk contract bij deze organisatie?, IQ mean score, Employ mean score, JI mean score

c. Predictors: (Constant), Heeft u een vast of tijdelijk contract bij deze organisatie?, IQ mean score, Employ mean score, JI mean score, FTP mean score

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	4,778	,297		16,112
	IQ mean score	-,218	,047	-,260	-4,628
	JI mean score	,032	,049	,040	,646
	Employ mean score	,025	,042	,034	,603
	Heeft u een vast of tijdelijk contract bij deze organisatie?	-,509	,084	-,358	-6,072
2	(Constant)	4,024	,322		12,504
	IQ mean score	-,107	,050	-,127	-2,112
	JI mean score	,002	,047	,002	,036
	Employ mean score	,028	,040	,038	,699

Heeft u een vast of tijdelijk contract bij deze organisatie?	-,471	,081	-,331	-5,828
FTP mean score	,219	,044	,300	4,989

Coefficients^a

Model		Sig.
1	(Constant)	,000
	IQ mean score	,000
	JI mean score	,519
	Employ mean score	,547
	Heeft u een vast of tijdelijk contract bij deze organisatie?	,000
	FTP mean score	,000
2	(Constant)	,000
	IQ mean score	,036
	JI mean score	,972
	Employ mean score	,485
	Heeft u een vast of tijdelijk contract bij deze organisatie?	,000
	FTP mean score	,000

a. Dependent Variable: OCB mean score

Excluded Variables^a

Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics Tolerance
1 FTP mean score	,300 ^b	4,989	,000	,292	,748

a. Dependent Variable: OCB mean score

b. Predictors in the Model: (Constant), Heeft u een vast of tijdelijk contract bij deze organisatie?, IQ mean score, Employ mean score, JI mean score

8.2.3 Bivariate Pearson correlation test study 1

CORRELATIONS

/VARIABLES=IQmean JImean Employmean Contract FTPmean

/PRINT=TWOTAIL NOSIG

/STATISTICS DESCRIPTIVES

/MISSING=PAIRWISE.

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
IQ mean score	1,6154	,83811	273
JI mean score	4,0284	,88251	273
Employ mean score	3,8361	,94975	273
Heeft u een vast of tijdelijk contract bij deze organisatie?	1,42	,495	273
FTP mean score	2,8652	,96425	273

Correlations

		IQ mean score	JI mean score	Employ mean score
IQ mean score	Pearson Correlation	1	-,209**	,073
	Sig. (2-tailed)		,001	,232
	N	273	273	273
JI mean score	Pearson Correlation	-,209**	1	,179**
	Sig. (2-tailed)	,001		,003
	N	273	273	273
Employ mean score	Pearson Correlation	,073	,179**	1
	Sig. (2-tailed)	,232	,003	
	N	273	273	273
Pearson Correlation		-,003	-,347**	,088

Heeft u een vast of tijdelijk contract bij deze organisatie?	Sig. (2-tailed)	,955	,000	,147
	N	273	273	273
FTP mean score	Pearson Correlation	-,470**	,247**	-,030
	Sig. (2-tailed)	,000	,000	,617
	N	273	273	273

Correlations

		Heeft u een vast of tijdelijk contract bij deze organisatie?	FTP mean score
IQ mean score	Pearson Correlation	-,003	-,470**
	Sig. (2-tailed)	,955	,000
	N	273	273
JI mean score	Pearson Correlation	-,347**	,247**
	Sig. (2-tailed)	,000	,000
	N	273	273
Employ mean score	Pearson Correlation	,088	-,030
	Sig. (2-tailed)	,147	,617
	N	273	273
Heeft u een vast of tijdelijk contract bij deze organisatie?	Pearson Correlation	1	-,134*
	Sig. (2-tailed)		,027
	N	273	273
FTP mean score	Pearson Correlation	-,134*	1
	Sig. (2-tailed)	,027	
	N	273	273

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

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

8.3 Survey 2 used parts

In this research the variables used from survey 1, are also included in study 2 in order to make a reliable comparison. Since the scale for these variables are already mentioned in 8.1, here only the main variables and control variables for testing the hypotheses will be shown.

Tijdelijkheid

Start of Block: Introduction

Q25

Beste deelnemer,

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

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

Dr. Jeroen de Jong (j.dejong@fm.ru.nl) Faculteit Managementwetenschappen
Radboud Universiteit Nijmegen

Alvast enorm bedankt voor uw deelname!!

Met vriendelijke groet,

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

Q26 Toestemming en goedkeuring deelname onderzoek. U kunt uw goedkeuring geven voor het gebruik van uw antwoorden voor het (afstudeer-)onderzoek van de studenten van de Radboud Universiteit door **alle vragen** hieronder aan te vinken.

☐ Ik geef toestemming om de gegevens die verzameld zijn tijdens dit onderzoek te gebruiken voor wetenschappelijk onderzoek. (1)

☐ Ik weet dat al de informatie die ik ten behoeve van dit onderzoek geef anoniem wordt verzameld en niet tot mij terug te leiden zijn. (2)

☐ Ik weet dat ik op elk moment kan stoppen met het onderzoek, ik hoef hiervoor geen reden op te geven. (3)

End of Block: Introduction

Start of Block: Persoonlijke gegevens

Age:

Q7 In welk jaar bent u geboren?

Gender:

Q8 Wat is uw geslacht?

☐ Vrouw (1)

☐ Man (2)

☐ Anders (3)

Type of contract:

Q12 Heeft u een vast of tijdelijk contract bij deze organisatie?

☐ Vast contract (een contract zonder einddatum) (1)

☐ Tijdelijk contract (een contract met een einddatum, zoals een jaarcontract of via een uitzendbureau) (2)

Impression management:

Q39 Geef aan hoe vaak u gedurende de afgelopen 3 maanden van de volgende situaties gebruik heeft maakt. Er zijn geen goede of foute antwoorden, het is uw mening die telt. U kunt antwoorden door op het antwoord van uw keuze te klikken.

	Nooit (1)	Nauwelijks (2)	Soms (3)	Regelmatig (4)	Vaak (5)
Het verhogen van de waarde van een positieve gebeurtenis waar u de eer voor hebt opgestreken. (1)	☐	☐	☐	☐	☐
Een positieve gebeurtenis waar u verantwoordelijk voor bent er proberen beter uit te laten zien dat het eigenlijk is. (38)	☐	☐	☐	☐	☐
Proberen verantwoordelijkheid te nemen voor positieve gebeurtenissen, terwijl u niet als enige verantwoordelijk bent. (39)	☐	☐	☐	☐	☐
Een negatieve gebeurtenis waar u verantwoordelijk voor bent er, tegenover je leidinggevende, proberen minder slecht uit te laten zien dan het eigenlijk is. (40)	☐	☐	☐	☐	☐
Proberen uw leidinggevende te laten denken dat u verantwoordelijk bent voor de positieve gebeurtenissen die er in uw werkgroep voorkomen. (41)	☐	☐	☐	☐	☐
Eerder naar uw werk te gaan, zodat u er beter uit ziet tegenover uw leidinggevende. (42)	☐	☐	☐	☐	☐
Langer doorwerken, zodat uw leidinggevende dit ziet en denkt dat u een harde werker bent. (18)	☐	☐	☐	☐	☐

Uw leidinggevende bewust maken van uw prestaties. (43)	☐	☐	☐	☐	☐
Instemmen met de belangrijkste standpunten van uw leidinggevende, terwijl u het er eigenlijk niet mee eens bent. (44)	☐	☐	☐	☐	☐
Tegenover uw leidinggevende de indruk wekken dat u een goed persoon bent. (45)	☐	☐	☐	☐	☐
Niet instemmen met uw leidinggevende over belangrijke zaken. (46)	☐	☐	☐	☐	☐
Verantwoordelijkheid nemen voor negatieve gebeurtenissen, terwijl u niet als enige verantwoordelijk bent. (47)	☐	☐	☐	☐	☐
Interesse tonen in het persoonlijke leven van uw leidinggevende. (48)	☐	☐	☐	☐	☐
Uw leidinggevende complimenteren met zijn of haar prestaties. (49)	☐	☐	☐	☐	☐
Persoonlijke gunsten verlenen aan uw leidinggevende. (50)	☐	☐	☐	☐	☐
Aanbieden om iets te doen voor uw leidinggevende wat u niet hoeft te doen; dus dat u het als een persoonlijke gunst doet voor hem of haar. (51)	☐	☐	☐	☐	☐

Vrijwillig voorstellen om uw leidinggevende te helpen met taken. (52)	☐	☐	☐	☐	☐
Het complimenteren van uw leidinggevende met zijn of haar kleding of uitstraling. (53)	☐	☐	☐	☐	☐
Instemmen met belangrijke ideeën van uw leidinggevende. (54)	☐	☐	☐	☐	☐
Uzelf presenteren aan uw leidinggevende als een vriendelijk persoon. (55)	☐	☐	☐	☐	☐
Uzelf presenteren aan uw leidinggevende als een beleefd persoon. (56)	☐	☐	☐	☐	☐

Self-rated job performance

Q34 De volgende stellingen gaan over uw prestaties. Geef aan in welke mate u het eens bent met de volgende uitspraken. Er zijn geen goede of foute antwoorden, het is uw mening die telt. U kunt antwoorden door op het antwoord van uw keuze te klikken.

	Helemaal niet mee eens (1)	Eerder niet mee eens (2)	Deels eens, deels oneens (3)	Eerder mee eens (4)	Helemaal mee eens (5)
Ik voldoe aan alle formele prestatie eisen van mijn baan. (1)	☐	☐	☐	☐	☐
Ik behaal de doelstellingen van mijn baan. (2)	☐	☐	☐	☐	☐
Ik voer alle taken binnen mijn baan naar verwachting uit. (7)	☐	☐	☐	☐	☐
Ik voldoe aan alle eisen die gesteld worden in de functieomschrijving van mijn baan. (14)	☐	☐	☐	☐	☐

FTPO:

Q33 Geef aan in welke mate u het eens bent met de volgende uitspraken. Er zijn geen goede of foute antwoorden, het is uw mening die telt. U kunt antwoorden door op het antwoord van uw keuze te klikken.

	Helemaal niet mee eens (1)	Eerder niet mee eens (2)	Deels eens, deels oneens (3)	Eerder mee eens (4)	Helemaal mee eens (5)
Er wachten mij vele mogelijkheden in de toekomst binnen deze organisatie. (1)	☐	☐	☐	☐	☐
Ik verwacht dat ik veel nieuwe doelen kan stellen in mijn toekomst binnen deze organisatie. (2)	☐	☐	☐	☐	☐
Mijn toekomst binnen dit bedrijf is vol met mogelijkheden. (3)	☐	☐	☐	☐	☐
Ik kan doen wat ik wil in mijn toekomst binnen deze organisatie. (4)	☐	☐	☐	☐	☐
Ik heb maar beperkte mogelijkheden in mijn toekomst binnen deze organisatie. (5)	☐	☐	☐	☐	☐
Ik heb veel tijd om nieuwe plannen te maken voor mijn carrière binnen deze organisatie. (6)	☐	☐	☐	☐	☐
Het merendeel van mijn tijd in deze organisatie ligt nog voor mij. (7)	☐	☐	☐	☐	☐
Mijn toekomst binnen deze organisatie lijkt oneindig voor mij. (8)	☐	☐	☐	☐	☐

Ik heb het gevoel dat mijn tijd binnen deze organisatie aan het opraken is. (9)



Ik heb het gevoel dat mijn tijd binnen deze organisatie beperkt is. (10)



8.4 SPSS output study 2

8.4.1 Frequency tables study 2

FREQUENCIES VARIABLES=Age Gender Contract

/ORDER=ANALYSIS.

Frequencies

Statistics

		Leeftijd in jaren	Gender	Do you have a permanent or temporary contract?
N	Valid	190	190	190
	Missing	0	0	0

Frequency Table

Leeftijd in jaren

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18	1	,5	,5	,5
	20	3	1,6	1,6	2,1
	21	8	4,2	4,2	6,3
	22	11	5,8	5,8	12,1
	23	14	7,4	7,4	19,5

24	27	14,2	14,2	33,7
25	25	13,2	13,2	46,8
26	8	4,2	4,2	51,1
27	14	7,4	7,4	58,4
28	3	1,6	1,6	60,0
29	2	1,1	1,1	61,1
30	2	1,1	1,1	62,1
31	1	,5	,5	62,6
32	1	,5	,5	63,2
33	1	,5	,5	63,7
34	3	1,6	1,6	65,3
36	1	,5	,5	65,8
39	1	,5	,5	66,3
40	3	1,6	1,6	67,9
41	1	,5	,5	68,4
42	1	,5	,5	68,9
44	1	,5	,5	69,5
45	3	1,6	1,6	71,1
46	2	1,1	1,1	72,1
47	3	1,6	1,6	73,7
48	3	1,6	1,6	75,3
49	2	1,1	1,1	76,3
50	1	,5	,5	76,8
51	3	1,6	1,6	78,4
52	4	2,1	2,1	80,5
53	4	2,1	2,1	82,6
54	2	1,1	1,1	83,7

55	4	2,1	2,1	85,8
56	8	4,2	4,2	90,0
57	4	2,1	2,1	92,1
58	4	2,1	2,1	94,2
59	2	1,1	1,1	95,3
60	1	,5	,5	95,8
61	2	1,1	1,1	96,8
62	1	,5	,5	97,4
63	4	2,1	2,1	99,5
65	1	,5	,5	100,0
Total	190	100,0	100,0	

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	120	63,2	63,2	63,2
	Male	70	36,8	36,8	100,0
	Total	190	100,0	100,0	

Do you have a permanent or temporary contract?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Permanent	114	60,0	60,0	60,0
	Temporary	76	40,0	40,0	100,0
	Total	190	100,0	100,0	

FREQUENCIES VARIABLES=Age

/STATISTICS=MEAN

/ORDER=ANALYSIS.

Frequencies

Statistics

Leeftijd in jaren

N	Valid	190
	Missing	0
Mean		34,42

8.4.2 Linear regression analyses study 2

REGRESSION

/MISSING LISTWISE

/STATISTICS COEFF OUTS R ANOVA CHANGE

/CRITERIA=PIN(.05) POUT(.10)

/NOORIGIN

/DEPENDENT JS_mean

/METHOD=ENTER IQ_mean JI_mean Employ_mean Contract

/METHOD=ENTER FTPOavg.

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Do you have a permanent or temporary contract?, IQ mean score, Employ mean score, JI mean score ^b	.	Enter
2	FTPO mean score ^b	.	Enter

a. Dependent Variable: JS mean score

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	
					R Square Change	F Change
1	,736 ^a	,542	,532	,55766	,542	54,811
2	,753 ^b	,567	,555	,54407	,024	10,357

Model Summary

Model	df1	df2	Change Statistics	
			Sig. F Change	
1	4	185	,000	
2	1	184	,002	

a. Predictors: (Constant), Do you have a permanent or temporary contract?, IQ mean score, Employ mean score, JI mean score

b. Predictors: (Constant), Do you have a permanent or temporary contract?, IQ mean score, Employ mean score, JI mean score, FTPO mean score

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	68,182	4	17,045	54,811	,000 ^b
	Residual	57,532	185	,311		
	Total	125,713	189			
2	Regression	71,247	5	14,249	48,138	,000 ^c
	Residual	54,466	184	,296		
	Total	125,713	189			

a. Dependent Variable: JS mean score

b. Predictors: (Constant), Do you have a permanent or temporary contract?, IQ mean score, Employ mean score, JI mean score

c. Predictors: (Constant), Do you have a permanent or temporary contract?, IQ mean score, Employ mean score, JI mean score, FTPO mean score

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	4,890	,291		16,774
	IQ mean score	-,664	,050	-,724	-13,185
	JI mean score	,031	,047	,040	,662
	Employ mean score	,032	,046	,036	,689
	Do you have a permanent or temporary contract?	,053	,091	,032	,588
2	(Constant)	4,661	,293		15,905
	IQ mean score	-,612	,052	-,667	-11,819
	JI mean score	-,021	,049	-,027	-,426
	Employ mean score	,016	,045	,018	,346
	Do you have a permanent or temporary contract?	,034	,089	,020	,379
	FTPO mean score	,152	,047	,188	3,218

Coefficients^a

Model		Sig.
1	(Constant)	,000
	IQ mean score	,000
	JI mean score	,508
	Employ mean score	,492
	Do you have a permanent or temporary contract?	,557
2	(Constant)	,000

	IQ mean score	,000
	JI mean score	,671
	Employ mean score	,730
	Do you have a permanent or temporary contract?	,705
	FTPO mean score	,002

a. Dependent Variable: JS mean score

Excluded Variables^a

Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics Tolerance
1	FTPO mean score	,188 ^b	3,218	,002	,231
					,693

a. Dependent Variable: JS mean score

b. Predictors in the Model: (Constant), Do you have a permanent or temporary contract?, IQ mean score, Employ mean score, JI mean score

REGRESSION

/MISSING LISTWISE

/STATISTICS COEFF OUTS R ANOVA CHANGE

/CRITERIA=PIN(.05) POUT(.10)

/NOORIGIN

/DEPENDENT Perfavg

/METHOD=ENTER IQ_mean JI_mean Employ_mean Contract

/METHOD=ENTER FTPOavg.

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
-------	-------------------	-------------------	--------

1	Do you have a permanent or temporary contract?, IQ mean score, Employ mean score, JI mean score ^b	.	Enter
2	FTPO mean score ^b	.	Enter

a. Dependent Variable: Perf mean score

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	
					R Square Change	F Change
1	,269 ^a	,072	,052	,58068	,072	3,602
2	,269 ^b	,072	,047	,58219	,000	,040

Model Summary

Model	Change Statistics		
	df1	df2	Sig. F Change
1	4	185	,007
2	1	184	,841

a. Predictors: (Constant), Do you have a permanent or temporary contract?, IQ mean score, Employ mean score, JI mean score

b. Predictors: (Constant), Do you have a permanent or temporary contract?, IQ mean score, Employ mean score, JI mean score, FTPO mean score

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
-------	----------------	----	-------------	---	------

1	Regression	4,859	4	1,215	3,602	,007 ^b
	Residual	62,380	185	,337		
	Total	67,238	189			
2	Regression	4,872	5	,974	2,875	,016 ^c
	Residual	62,366	184	,339		
	Total	67,238	189			

a. Dependent Variable: Perf mean score

b. Predictors: (Constant), Do you have a permanent or temporary contract?, IQ mean score, Employ mean score, JI mean score

c. Predictors: (Constant), Do you have a permanent or temporary contract?, IQ mean score, Employ mean score, JI mean score, FTPO mean score

Coefficients^a

		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	4,389	,304		14,461
	IQ mean score	-,151	,052	-,226	-2,884
	JI mean score	-,010	,049	-,018	-,207
	Employ mean score	,096	,048	,151	2,003
	Do you have a permanent or temporary contract?	-,114	,095	-,094	-1,204
2	(Constant)	4,374	,314		13,947
	IQ mean score	-,148	,055	-,220	-2,668
	JI mean score	-,014	,052	-,024	-,261
	Employ mean score	,095	,048	,149	1,963
	Do you have a permanent or temporary contract?	-,115	,095	-,095	-1,212
	FTPO mean score	,010	,050	,017	,201

Coefficients^a

Model		Sig.
1	(Constant)	,000
	IQ mean score	,004
	JI mean score	,836
	Employ mean score	,047
	Do you have a permanent or temporary contract?	,230
2	(Constant)	,000
	IQ mean score	,008
	JI mean score	,794
	Employ mean score	,051
	Do you have a permanent or temporary contract?	,227
	FTPO mean score	,841

a. Dependent Variable: Perf mean score

Excluded Variables^a

					Partial Correlation	Collinearity Statistics Tolerance
Model		Beta In	t	Sig.		
1	FTPO mean score	,017 ^b	,201	,841	,015	,693

a. Dependent Variable: Perf mean score

b. Predictors in the Model: (Constant), Do you have a permanent or temporary contract?, IQ mean score, Employ mean score, JI mean score

REGRESSION

/MISSING LISTWISE

/STATISTICS COEFF OUTS R ANOVA CHANGE

/CRITERIA=PIN(.05) POUT(.10)

/NOORIGIN

/DEPENDENT OCB_mean

/METHOD=ENTER IQ_mean JI_mean Employ_mean Contract

/METHOD=ENTER FTPOavg.

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Do you have a permanent or temporary contract?, IQ mean score, Employ mean score, JI mean score ^b	.	Enter
2	FTPO mean score ^b	.	Enter

a. Dependent Variable: OCB mean score

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	
					R Square Change	F Change
1	,288 ^a	,083	,063	,67031	,083	4,176
2	,366 ^b	,134	,110	,65326	,051	10,783

Model Summary

Model	Change Statistics		
	df1	df2	Sig. F Change

1	4	185	,003
2	1	184	,001

a. Predictors: (Constant), Do you have a permanent or temporary contract?, IQ mean score, Employ mean score, JI mean score

b. Predictors: (Constant), Do you have a permanent or temporary contract?, IQ mean score, Employ mean score, JI mean score, FTPO mean score

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7,506	4	1,877	4,176	,003 ^b
	Residual	83,124	185	,449		
	Total	90,630	189			
2	Regression	12,108	5	2,422	5,675	,000 ^c
	Residual	78,522	184	,427		
	Total	90,630	189			

a. Dependent Variable: OCB mean score

b. Predictors: (Constant), Do you have a permanent or temporary contract?, IQ mean score, Employ mean score, JI mean score

c. Predictors: (Constant), Do you have a permanent or temporary contract?, IQ mean score, Employ mean score, JI mean score, FTPO mean score

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	4,483	,350		12,794
	IQ mean score	-,154	,061	-,197	-2,536
	JI mean score	-,014	,057	-,022	-,253
	Employ mean score	-,009	,055	-,012	-,163

	Do you have a permanent or temporary contract?	-,286	,109	-,203	-2,617
2	(Constant)	4,203	,352		11,945
	IQ mean score	-,089	,062	-,115	-1,439
	JI mean score	-,078	,059	-,118	-1,333
	Employ mean score	-,029	,054	-,039	-,530
	Do you have a permanent or temporary contract?	-,310	,107	-,220	-2,906
	FTPO mean score	,186	,057	,271	3,284

Coefficients^a

Model		Sig.
1	(Constant)	,000
	IQ mean score	,012
	JI mean score	,801
	Employ mean score	,870
	Do you have a permanent or temporary contract?	,010
2	(Constant)	,000
	IQ mean score	,152
	JI mean score	,184
	Employ mean score	,597
	Do you have a permanent or temporary contract?	,004
	FTPO mean score	,001

a. Dependent Variable: OCB mean score

Excluded Variables^a

Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
-------	---------	---	------	---------------------	-------------------------

					Tolerance
1	FTPO mean score	,271 ^b	3,284	,001	,235
					,693

a. Dependent Variable: OCB mean score

b. Predictors in the Model: (Constant), Do you have a permanent or temporary contract?, IQ mean score, Employ mean score, JI mean score

8.4.3 Bivariate Pearson correlation test study 2

CORRELATIONS

/VARIABLES=IQ_mean JI_mean Employ_mean Contract FTPOavg

/PRINT=TWOTAIL NOSIG

/STATISTICS DESCRIPTIVES

/MISSING=PAIRWISE.

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
IQ mean score	1,6175	,88951	190
JI mean score	3,8605	1,04383	190
Employ mean score	3,7684	,93629	190
Do you have a permanent or temporary contract?	1,40	,491	190
FTPO mean score	2,8542	1,00956	190

Correlations

		IQ mean score	JI mean score	Employ mean score
IQ mean score	Pearson Correlation	1	-,386**	,078
	Sig. (2-tailed)		,000	,282
	N	190	190	190

JI mean score	Pearson Correlation	-,386**	1	,193**
	Sig. (2-tailed)	,000		,008
	N	190	190	190
Employ mean score	Pearson Correlation	,078	,193**	1
	Sig. (2-tailed)	,282	,008	
	N	190	190	190
Do you have a permanent or temporary contract?	Pearson Correlation	,094	-,352**	,133
	Sig. (2-tailed)	,199	,000	,066
	N	190	190	190
FTPO mean score	Pearson Correlation	-,428**	,469**	,151*
	Sig. (2-tailed)	,000	,000	,037
	N	190	190	190

Correlations

		Do you have a permanent or temporary contract?	FTPO mean score
IQ mean score	Pearson Correlation	,094	-,428**
	Sig. (2-tailed)	,199	,000
	N	190	190
JI mean score	Pearson Correlation	-,352**	,469**
	Sig. (2-tailed)	,000	,000
	N	190	190
Employ mean score	Pearson Correlation	,133	,151*
	Sig. (2-tailed)	,066	,037
	N	190	190
Do you have a permanent or temporary contract?	Pearson Correlation	1	-,077
	Sig. (2-tailed)		,291
	N	190	190

FTPO mean score	Pearson Correlation	-,077	1
	Sig. (2-tailed)	,291	
	N	190	190

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

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

8.4.4 Exploratory factor analysis study 2

FACTOR

```
/VARIABLES FTPO1 FTPO2 FTPO3 FTPO4 FTPO5_recoded FTPO6 FTPO7 FTPO8 FTPO9_recoded
FTPO10_recoded
```

```
IM_Job1 IM_Job2 IM_Job3 IM_Job4 IM_Job5 IM_Job6 IM_Job7 IM_Job8 IM_Job9 IM_Job10
IM_Job11_recoded
```

```
IM_Job12 IM_Supervisor1 IM_Supervisor2 IM_Supervisor3 IM_Supervisor4 IM_Supervisor5
IM_Supervisor6
```

```
IM_Supervisor7 IM_Self1 IM_Self2 IM_Self3 IM_Self4 IM_Self5 Perf1 Perf2 Perf3 Perf4
```

```
/MISSING LISTWISE
```

```
/ANALYSIS FTPO1 FTPO2 FTPO3 FTPO4 FTPO5_recoded FTPO6 FTPO7 FTPO8 FTPO9_recoded
FTPO10_recoded
```

```
IM_Job1 IM_Job2 IM_Job3 IM_Job4 IM_Job5 IM_Job6 IM_Job7 IM_Job8 IM_Job9 IM_Job10
IM_Job11_recoded
```

```
IM_Job12 IM_Supervisor1 IM_Supervisor2 IM_Supervisor3 IM_Supervisor4 IM_Supervisor5
IM_Supervisor6
```

```
IM_Supervisor7 IM_Self1 IM_Self2 IM_Self3 IM_Self4 IM_Self5 Perf1 Perf2 Perf3 Perf4
```

```
/PRINT INITIAL KMO EXTRACTION ROTATION
```

```
/PLOT EIGEN
```

```
/CRITERIA FACTORS(4) ITERATE(25)
```

```
/EXTRACTION PAF
```

```
/CRITERIA ITERATE(25) DELTA(0)
```

```
/ROTATION OBLIMIN
```

```
/METHOD=CORRELATION.
```

Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,812
Bartlett's Test of Sphericity	Approx. Chi-Square	4140,755
	df	703
	Sig.	,000

Communalities

	Initial	Extraction
FTPO - Er wachten mij vele mogelijkheden in de toekomst binnen deze organisatie.	,872	,777
FTPO - Ik verwacht dat ik veel nieuwe doelen kan stellen in mijn toekomst binnen deze organisatie.	,864	,777
FTPO - Mijn toekomst binnen dit bedrijf is vol met mogelijkheden.	,822	,778
FTPO - Ik kan doen wat ik wil in mijn toekomst binnen deze organisatie.	,671	,592
FTPO5 reverse coding	,627	,533
FTPO- Ik heb veel tijd om nieuwe plannen te maken voor mijn carrière binnen deze organisatie.	,579	,449
FTPO - Het merendeel van mijn tijd in deze organisatie ligt nog voor mij.	,720	,643
FTPO - Mijn toekomst binnen deze organisatie lijkt oneindig voor mij.	,635	,533
FTPO9 reverse coding	,746	,533

FTPO10 reverse coding	,760	,556
IM - Het verhogen van de waarde van een positieve gebeurtenis waar u de eer voor hebt opgestreken	,600	,475
IM - Een positieve gebeurtenis waar u verantwoordelijk voor bent er proberen beter uit te laten zien dan het eigenlijk is	,620	,529
IM - Proberen verantwoordelijkheid te nemen voor positieve gebeurtenissen, terwijl u niet als enige verantwoordelijk bent	,482	,349
IM - Een negatieve gebeurtenis waar u verantwoordelijk voor bent er, tegenover je leidinggevende, proberen minder slecht uit te laten zien dan het eigenlijk is	,393	,331
IM - Proberen uw leidinggevende te laten denken dat u verantwoordelijk bent voor de positieve gebeurtenissen die er in uw werkgroep voorkomen	,532	,502
IM - Eerder naar uw werk te gaan, zodat u er beter uit ziet tegenover uw leidinggevende	,577	,273
IM - Langer doorwerken, zodat uw leidinggevende dit ziet en denkt dat u een harde werker bent	,700	,455

IM - Uw leidinggevende bewust maken van uw prestaties	,543	,353
IM - Instemmen met de belangrijkste standpunten van uw leidinggevende, terwijl u het er eigenlijk niet mee eens bent	,390	,202
IM - Tegenover uw leidinggevende de indruk werken dat u een goed persoon bent	,593	,362
IMjob11 reverse coding	,342	,128
IM - Verantwoordelijkheid nemen voor negatieve gebeurtenissen, terwijl u niet als enige verantwoordelijk bent	,331	,183
IM - Interesse tonen in het persoonlijke leven van uw leidinggevende	,538	,300
IM - Uw leidinggevende complimenteren met zijn of haar prestaties	,589	,284
IM - Persoonlijke gunsten verlenen aan uw leidinggevende	,597	,292
IM - Aanbieden om iets te doen voor uw leidinggevende wat u niet hoeft te doen; dus dat u het als een persoonlijke gunst doet voor hem of haar	,660	,325
IM - Vrijwillig voorstellen om uw leidinggevende te helpen met taken	,497	,311

IM - Het complimenteren van uw leidinggevende met zijn of haar kleding of uitstraling	,403	,142
IM - Instemmen met belangrijke ideeën van uw leidinggevende	,414	,311
IM - Uzelf presenteren aan uw leidinggevende als een vriendelijk persoon	,707	,548
IM - Uzelf presenteren aan uw leidinggevende als een beleefd persoon	,692	,483
IM - Proberen u te gedragen als een "model"-werknemer tegenover uw leidinggevende, door bijvoorbeeld nooit langer dan de vastgestelde tijd te nemen voor uw pauze	,536	,410
IM - Hard werken wanneer u weet dat de resultaten door uw leidinggevende worden gezien	,688	,552
IM - Uw leidinggevende laten weten dat u probeert zo goed mogelijk te werken	,565	,447
Perf - I meet all formal performance requirements of my job.	,623	,601
Perf - I adequately complete assigned duties	,741	,752
Perf - I perform the tasks that are expected of me	,703	,688
Perf - I fulfil the responsibilities specified in my job description	,574	,554

Extraction Method: Principal Axis Factoring.

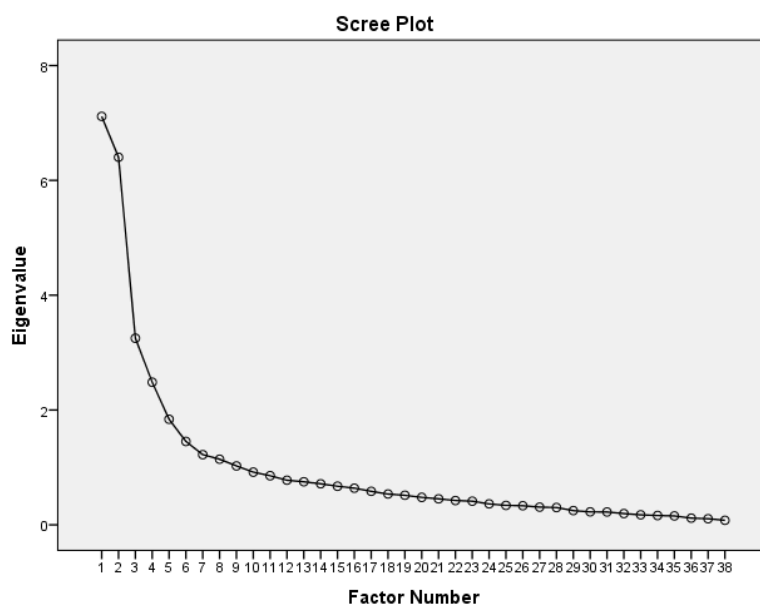
Total Variance Explained

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings ^a
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	7,114	18,721	18,721	6,595	17,354	17,354	5,615
2	6,403	16,849	35,570	5,954	15,668	33,022	6,162
3	3,250	8,553	44,123	2,832	7,453	40,476	3,074
4	2,484	6,538	50,661	1,928	5,074	45,549	4,098
5	1,839	4,840	55,501				
6	1,452	3,822	59,323				
7	1,223	3,217	62,540				
8	1,143	3,007	65,548				
9	1,026	2,701	68,249				
10	,918	2,416	70,664				
11	,855	2,250	72,914				
12	,777	2,044	74,958				
13	,751	1,976	76,934				
14	,715	1,882	78,816				
15	,673	1,770	80,587				
16	,639	1,682	82,268				
17	,583	1,535	83,803				
18	,537	1,413	85,216				
19	,515	1,355	86,570				
20	,479	1,261	87,831				
21	,452	1,191	89,022				
22	,424	1,115	90,137				
23	,412	1,085	91,221				

24	,365	,960	92,181				
25	,339	,892	93,074				
26	,332	,874	93,948				
27	,309	,813	94,760				
28	,301	,793	95,553				
29	,248	,653	96,207				
30	,226	,594	96,800				
31	,224	,590	97,391				
32	,197	,519	97,909				
33	,175	,461	98,370				
34	,162	,427	98,797				
35	,155	,408	99,205				
36	,117	,308	99,512				
37	,106	,280	99,792				
38	,079	,208	100,000				

Extraction Method: Principal Axis Factoring.

a. When factors are correlated, sums of squared loadings cannot be added to obtain a total variance.



Pattern Matrix^a

	Factor			
	1	2	3	4
FTPO - Er wachten mij vele mogelijkheden in de toekomst binnen deze organisatie.	,052	-,846	,112	,108
FTPO - Ik verwacht dat ik veel nieuwe doelen kan stellen in mijn toekomst binnen deze organisatie.	-,001	-,866	,021	,128
FTPO - Mijn toekomst binnen dit bedrijf is vol met mogelijkheden.	,039	-,872	,040	,028
FTPO - Ik kan doen wat ik wil in mijn toekomst binnen deze organisatie.	-,003	-,748	,099	,061
FTPO5 reverse coding	,072	-,730	-,079	-,026
FTPO- Ik heb veel tijd om nieuwe plannen te maken voor mijn carrière binnen deze organisatie.	,120	-,646	-,020	,064
FTPO - Het merendeel van mijn tijd in deze organisatie ligt nog voor mij.	,035	-,805	-,057	-,015
FTPO - Mijn toekomst binnen deze organisatie lijkt oneindig voor mij.	-,102	-,732	-,052	,048
FTPO9 reverse coding	-,072	-,727	-,035	-,093
FTPO10 reverse coding	-,121	-,714	,035	-,154
IM - Het verhogen van de waarde van een positieve gebeurtenis waar u de eer voor hebt opgestreken	,031	-,042	,074	,681

IM - Een positieve gebeurtenis waar u verantwoordelijk voor bent er proberen beter uit te laten zien dan het eigenlijk is	,019	-,086	-,028	,710
IM - Proberen verantwoordelijkheid te nemen voor positieve gebeurtenissen, terwijl u niet als enige verantwoordelijk bent	-,065	,080	,063	,612
IM - Een negatieve gebeurtenis waar u verantwoordelijk voor bent er, tegenover je leidinggevende, proberen minder slecht uit te laten zien dan het eigenlijk is	,151	,037	-,318	,364
IM - Proberen uw leidinggevende te laten denken dat u verantwoordelijk bent voor de positieve gebeurtenissen die er in uw werkgroep voorkomen	,076	,029	-,041	,673
IM - Eerder naar uw werk te gaan, zodat u er beter uit ziet tegenover uw leidinggevende	,302	-,047	-,155	,288
IM - Langer doorwerken, zodat uw leidinggevende dit ziet en denkt dat u een harde werker bent	,426	,011	-,097	,380
IM - Uw leidinggevende bewust maken van uw prestaties	,354	-,006	,084	,376

IM - Instemmen met de belangrijkste standpunten van uw leidinggevende, terwijl u het er eigenlijk niet mee eens bent	,151	,039	-,215	,287
IM - Tegenover uw leidinggevende de indruk werken dat u een goed persoon bent	,480	,032	-,019	,235
IMjob11 reverse coding	,066	,001	-,065	-,377
IM - Verantwoordelijkheid nemen voor negatieve gebeurtenissen, terwijl u niet als enige verantwoordelijk bent	,017	-,144	-,018	,391
IM - Interesse tonen in het persoonlijke leven van uw leidinggevende	,549	-,085	,124	-,202
IM - Uw leidinggevende complimenteren met zijn of haar prestaties	,523	-,082	,095	-,029
IM - Persoonlijke gunsten verlenen aan uw leidinggevende	,489	,026	,017	,123
IM - Aanbieden om iets te doen voor uw leidinggevende wat u niet hoeft te doen; dus dat u het als een persoonlijke gunst doet voor hem of haar	,524	,080	-,019	,104
IM - Vrijwillig voorstellen om uw leidinggevende te helpen met taken	,554	-,072	,028	-,014
IM - Het complimenteren van uw leidinggevende met zijn of haar kleding of uitstraling	,383	,037	-,007	-,021

IM - Instemmen met belangrijke ideeën van uw leidinggevende	,519	-,089	-,073	,053
IM - Uzelf presenteren aan uw leidinggevende als een vriendelijk persoon	,783	,011	,045	-,247
IM - Uzelf presenteren aan uw leidinggevende als een beleefd persoon	,731	,022	-,012	-,153
IM - Proberen u te gedragen als een "model"-werknemer tegenover uw leidinggevende, door bijvoorbeeld nooit langer dan de vastgestelde tijd te nemen voor uw pauze	,577	,040	-,114	,114
IM - Hard werken wanneer u weet dat de resultaten door uw leidinggevende worden gezien	,622	,098	,022	,249
IM - Uw leidinggevende laten weten dat u probeert zo goed mogelijk te werken	,612	,035	-,013	,133
Perf - I meet all formal performance requirements of my job.	,121	,084	,778	,113
Perf - I adequately complete assigned duties	,041	-,024	,867	,030
Perf - I perform the tasks that are expected of me	,054	-,064	,822	,045
Perf - I fulfil the responsibilities specified in my job description	-,012	-,007	,750	,073

Extraction Method: Principal Axis Factoring.

Rotation Method: Oblimin with Kaiser Normalization.^a

a. Rotation converged in 7 iterations.

Factor Correlation Matrix

Factor	1	2	3	4
1	1,000	-,049	-,032	,332
2	-,049	1,000	-,130	-,024
3	-,032	-,130	1,000	-,134
4	,332	-,024	-,134	1,000

Extraction Method: Principal Axis Factoring.

Rotation Method: Oblimin with Kaiser Normalization.

8.4.5 Reliability analyses study 2

RELIABILITY

```
/VARIABLES=FTPO1 FTPO2 FTPO3 FTPO4 FTPO5_recoded FTPO6 FTPO7 FTPO8 FTPO9_recoded
FTPO10_recoded
```

```
/SCALE('ALL VARIABLES') ALL
```

```
/MODEL=ALPHA
```

```
/SUMMARY=TOTAL.
```

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	190	100,0
	Excluded ^a	0	,0
	Total	190	100,0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
---------------------	------------

,935	10
------	----

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
FTPO - Er wachten mij vele mogelijkheden in de toekomst binnen deze organisatie.	25,72	81,768	,828	,924
FTPO - Ik verwacht dat ik veel nieuwe doelen kan stellen in mijn toekomst binnen deze organisatie.	25,67	80,993	,831	,924
FTPO - Mijn toekomst binnen dit bedrijf is vol met mogelijkheden.	25,64	80,760	,843	,923
FTPO - Ik kan doen wat ik wil in mijn toekomst binnen deze organisatie.	25,76	85,200	,725	,929
FTPO5 reverse coding	25,70	84,560	,696	,930
FTPO- Ik heb veel tijd om nieuwe plannen te maken voor mijn carrière binnen deze organisatie.	25,87	87,184	,625	,934
FTPO - Het merendeel van mijn tijd in deze organisatie ligt nog voor mij.	25,75	80,494	,779	,926
FTPO - Mijn toekomst binnen deze organisatie lijkt oneindig voor mij.	26,12	84,166	,704	,930
FTPO9 reverse coding	25,29	83,106	,701	,930
FTPO10 reverse coding	25,36	83,289	,682	,931

RELIABILITY

```
/VARIABLES=IM_Job1 IM_Job2 IM_Job3 IM_Job4 IM_Job5 IM_Job6 IM_Job7 IM_Job8 IM_Job9  
IM_Job10
```

```
IM_Job11_recoded IM_Job12 IM_Supervisor1 IM_Supervisor2 IM_Supervisor3 IM_Supervisor4
```

```
IM_Supervisor5 IM_Supervisor6 IM_Supervisor7 IM_Self1 IM_Self2 IM_Self3 IM_Self4 IM_Self5
```

```
/SCALE('ALL VARIABLES') ALL
```

```
/MODEL=ALPHA
```

```
/SUMMARY=TOTAL.
```

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	190	100,0
	Excluded ^a	0	,0
	Total	190	100,0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
,876	24

Item-Total Statistics

Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
-------------------------------	-----------------------------------	--------------------------------------	--

IM - Het verhogen van de waarde van een positieve gebeurtenis waar u de eer voor hebt opgestreken	58,35	149,372	,420	,872
IM - Een positieve gebeurtenis waar u verantwoordelijk voor bent er proberen beter uit te laten zien dan het eigenlijk is	58,65	149,053	,448	,871
IM - Proberen verantwoordelijkheid te nemen voor positieve gebeurtenissen, terwijl u niet als enige verantwoordelijk bent	58,65	151,700	,311	,875
IM - Een negatieve gebeurtenis waar u verantwoordelijk voor bent er, tegenover je leidinggevende, proberen minder slecht uit te laten zien dan het eigenlijk is	58,76	151,250	,391	,872
IM - Proberen uw leidinggevende te laten denken dat u verantwoordelijk bent voor de positieve gebeurtenissen die er in uw werkgroep voorkomen	58,86	149,181	,480	,870
IM - Eerder naar uw werk te gaan, zodat u er beter uit ziet tegenover uw leidinggevende	58,95	148,950	,466	,870
IM - Langer doorwerken, zodat uw leidinggevende dit ziet en denkt dat u een harde werker bent	58,78	142,998	,637	,865

IM - Uw leidinggevende bewust maken van uw prestaties	58,09	145,468	,522	,869
IM - Instemmen met de belangrijkste standpunten van uw leidinggevende, terwijl u het er eigenlijk niet mee eens bent	58,83	151,802	,349	,873
IM - Tegenover uw leidinggevende de indruk werken dat u een goed persoon bent	58,07	144,837	,564	,867
IMjob11 reverse coding	56,97	164,322	-,186	,887
IM - Verantwoordelijkheid nemen voor negatieve gebeurtenissen, terwijl u niet als enige verantwoordelijk bent	57,88	153,817	,237	,877
IM - Interesse tonen in het persoonlijke leven van uw leidinggevende	57,06	152,362	,327	,874
IM - Uw leidinggevende complimenteren met zijn of haar prestaties	57,44	149,878	,429	,871
IM - Persoonlijke gunsten verlenen aan uw leidinggevende	58,41	146,931	,503	,869
IM - Aanbieden om iets te doen voor uw leidinggevende wat u niet hoeft te doen; dus dat u het als een persoonlijke gunst doet voor hem of haar	58,33	146,253	,524	,869
IM - Vrijwillig voorstellen om uw leidinggevende te helpen met taken	57,96	146,607	,465	,870

IM - Het complimenteren van uw leidinggevende met zijn of haar kleding of uitstraling	58,58	150,827	,329	,874
IM - Instemmen met belangrijke ideeën van uw leidinggevende	57,44	149,147	,504	,870
IM - Uzelf presenteren aan uw leidinggevende als een vriendelijk persoon	57,21	146,524	,494	,869
IM - Uzelf presenteren aan uw leidinggevende als een beleefd persoon	57,05	146,442	,508	,869
IM - Proberen u te gedragen als een "model"-werknemer tegenover uw leidinggevende, door bijvoorbeeld nooit langer dan de vastgestelde tijd te nemen voor uw pauze	58,12	141,663	,597	,866
IM - Hard werken wanneer u weet dat de resultaten door uw leidinggevende worden gezien	57,82	138,056	,677	,863
IM - Uw leidinggevende laten weten dat u probeert zo goed mogelijk te werken	57,42	142,107	,614	,865

RELIABILITY

/VARIABLES=Perf1 Perf2 Perf3 Perf4

/SCALE('ALL VARIABLES') ALL

/MODEL=ALPHA

/SUMMARY=TOTAL.

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	189	99,5
	Excluded ^a	1	,5
	Total	190	100,0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
,881	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Perf - I meet all formal performance requirements of my job.	12,96	3,275	,698	,866
Perf - I adequately complete assigned duties	12,93	3,181	,802	,823
Perf - I perform the tasks that are expected of me	12,92	3,339	,780	,833
Perf - I fulfil the responsibilities specified in my job description	12,84	3,496	,694	,865

8.4.6 Descriptive statistics study 2

FREQUENCIES VARIABLES=FTPOavg IMavg Perfavg Gender Age Contract

/STATISTICS=STDDEV MEAN MEDIAN MODE SKEWNESS SESKEW KURTOSIS SEKURT

/HISTOGRAM NORMAL

/ORDER=ANALYSIS.

Frequencies

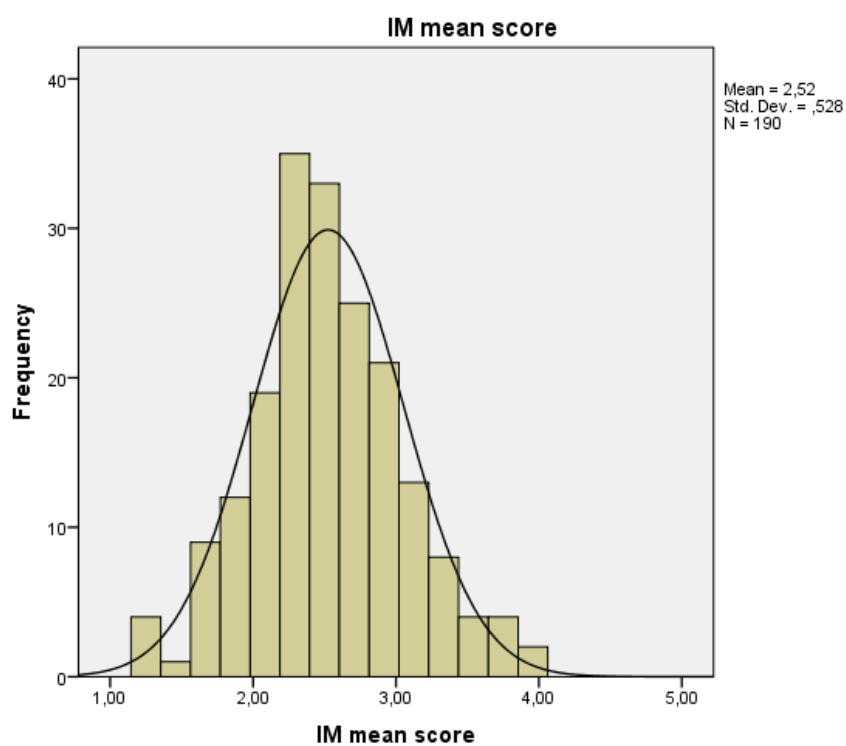
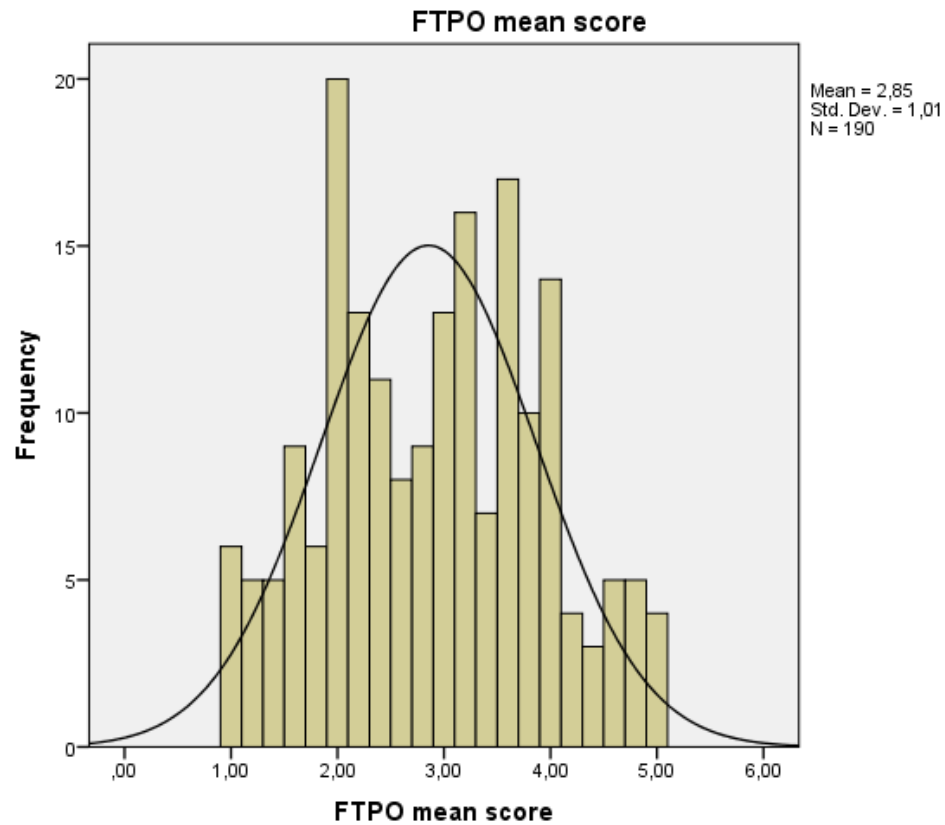
		Statistics				
		FTPO mean score	IM mean score	Perf mean score	Gender	Leeftijd in jaren
N	Valid	190	190	190	190	190
	Missing	0	0	0	0	0
Mean		2,8542	2,5248	4,3079	1,37	34,42
Median		2,9000	2,5000	4,2500	1,00	26,00
Mode		2,00	2,38	4,00	1	24
Std. Deviation		1,00956	,52807	,59645	,484	14,053
Skewness		,073	,183	-,873	,550	,793
Std. Error of Skewness		,176	,176	,176	,176	,176
Kurtosis		-,827	,110	1,545	-1,716	-1,035
Std. Error of Kurtosis		,351	,351	,351	,351	,351

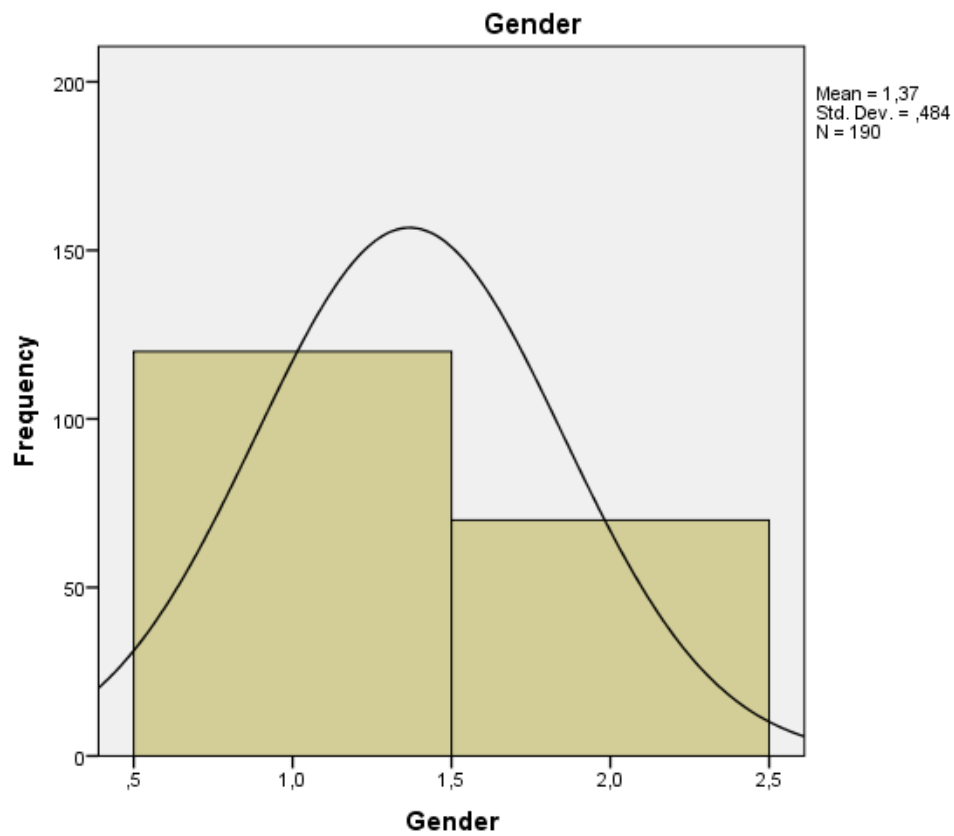
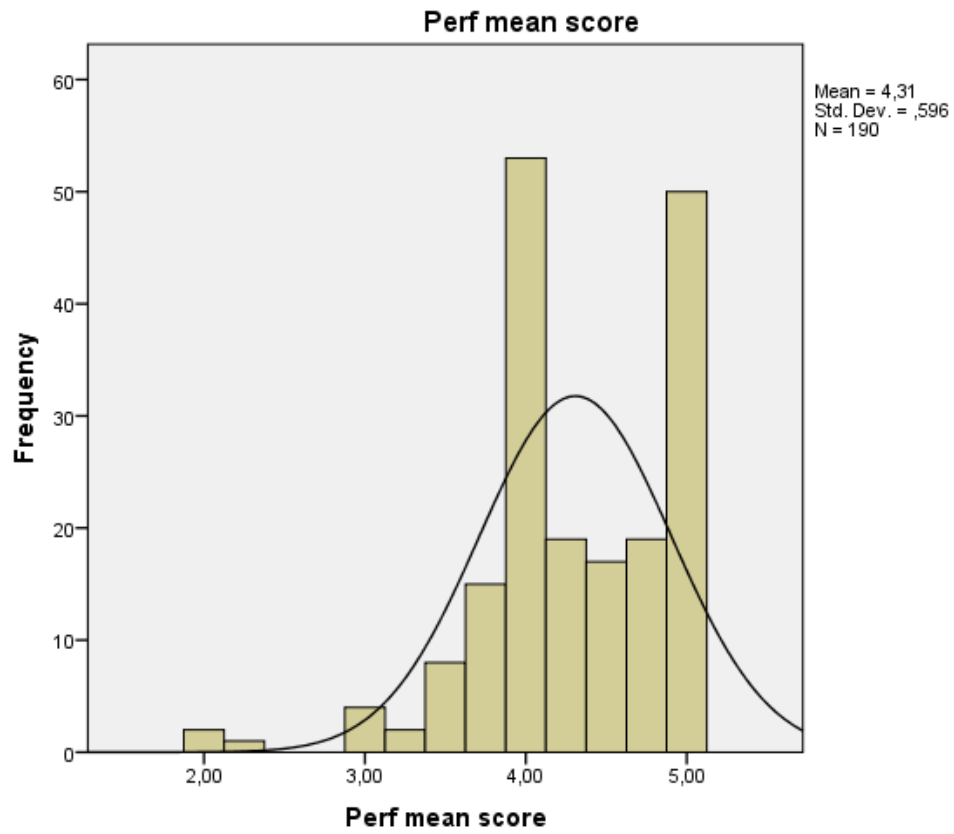
Statistics

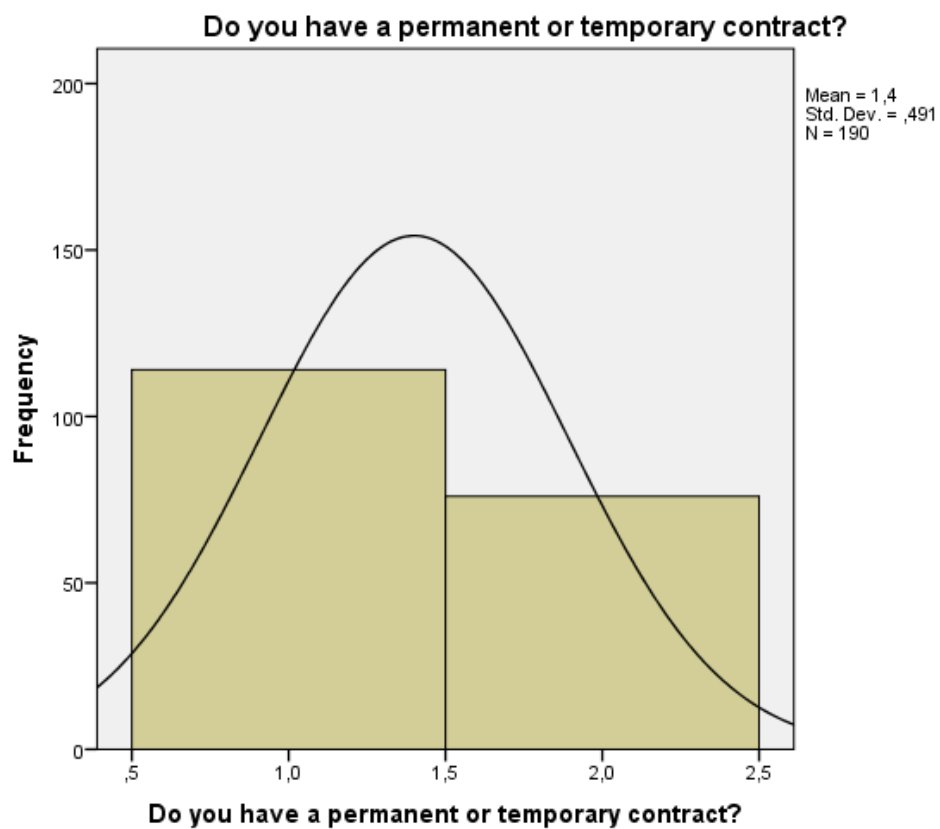
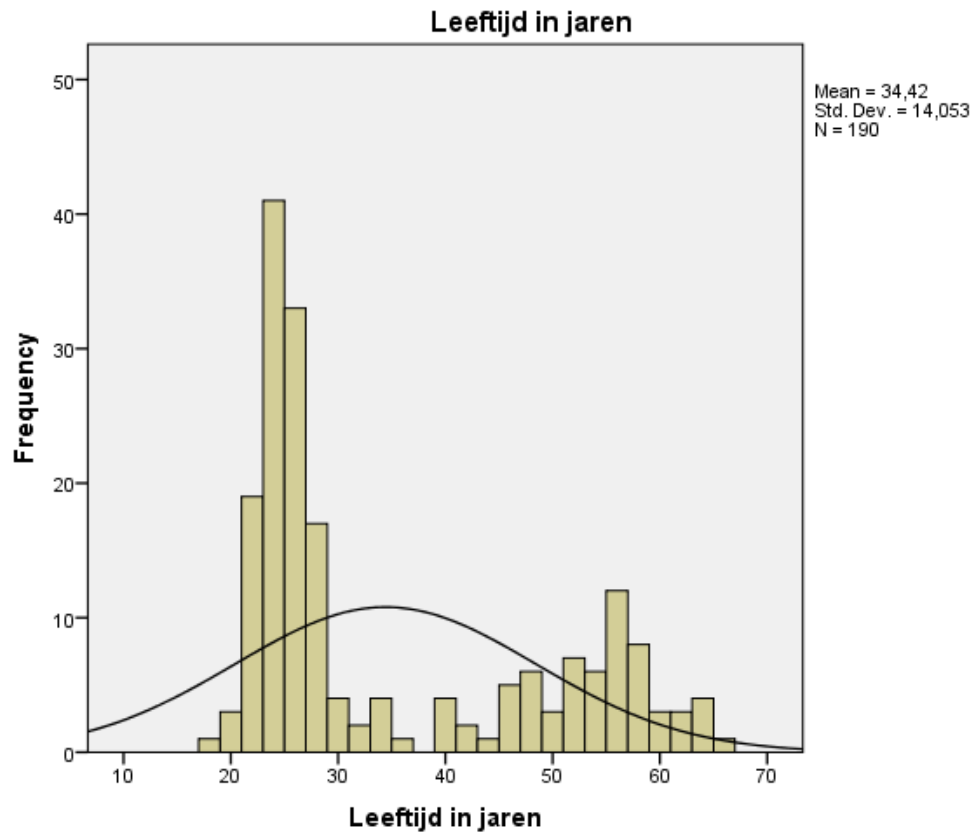
Do you have a permanent or temporary contract?

N	Valid	190
	Missing	0
Mean		1,40
Median		1,00
Mode		1
Std. Deviation		,491
Skewness		,412
Std. Error of Skewness		,176
Kurtosis		-1,850

Histogram







CORRELATIONS

/VARIABLES=FTPOavg IMavg Perfavg Gender Age Contract

/PRINT=TWOTAIL NOSIG

/STATISTICS DESCRIPTIVES

/MISSING=PAIRWISE.

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
FTPO mean score	2,8542	1,00956	190
IM mean score	2,5248	,52807	190
Perf mean score	4,3079	,59645	190
Gender	1,37	,484	190
Leeftijd in jaren	34,42	14,053	190
Do you have a permanent or temporary contract?	1,40	,491	190

Correlations

		FTPO mean score	IM mean score	Perf mean score
FTPO mean score	Pearson Correlation	1	,049	,130
	Sig. (2-tailed)		,500	,074
	N	190	190	190
IM mean score	Pearson Correlation	,049	1	-,008
	Sig. (2-tailed)	,500		,918
	N	190	190	190
Perf mean score	Pearson Correlation	,130	-,008	1
	Sig. (2-tailed)	,074	,918	
	N	190	190	190

Gender	Pearson Correlation	,090	-,089	,036
	Sig. (2-tailed)	,217	,224	,625
	N	190	190	190
Leeftijd in jaren	Pearson Correlation	-,047	-,332**	,063
	Sig. (2-tailed)	,520	,000	,390
	N	190	190	190
Do you have a permanent or temporary contract?	Pearson Correlation	-,077	,205**	-,088
	Sig. (2-tailed)	,291	,005	,225
	N	190	190	190

Correlations

		Gender	Leeftijd in jaren	Do you have a permanent or temporary contract?
FTPO mean score	Pearson Correlation	,090	-,047	-,077
	Sig. (2-tailed)	,217	,520	,291
	N	190	190	190
IM mean score	Pearson Correlation	-,089	-,332**	,205**
	Sig. (2-tailed)	,224	,000	,005
	N	190	190	190
Perf mean score	Pearson Correlation	,036	,063	-,088
	Sig. (2-tailed)	,625	,390	,225
	N	190	190	190
Gender	Pearson Correlation	1	,239**	-,156*
	Sig. (2-tailed)		,001	,032
	N	190	190	190
Leeftijd in jaren	Pearson Correlation	,239**	1	-,473**
	Sig. (2-tailed)	,001		,000

	N	190	190	190
Do you have a permanent or temporary contract?	Pearson Correlation	-,156*	-,473**	1
	Sig. (2-tailed)	,032	,000	
	N	190	190	190

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

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

8.4.7 Testing hypothesis 1

REGRESSION

/MISSING LISTWISE

/STATISTICS COEFF OUTS R ANOVA CHANGE

/CRITERIA=PIN(.05) POUT(.10)

/NOORIGIN

/DEPENDENT Perfavg

/METHOD=ENTER Gender Age Contract

/METHOD=ENTER FTPOavg.

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Do you have a permanent or temporary contract?, Gender, Leeftijd in jaren ^b	.	Enter
2	FTPO mean score ^b	.	Enter

a. Dependent Variable: Perf mean score

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	
					R Square Change	F Change
1	,093 ^a	,009	-,007	,59862	,009	,545
2	,156 ^b	,024	,003	,59546	,016	2,976

Model Summary

Model	df1	df2	Change Statistics	
			Sig. F Change	
1	3	186	,652	
2	1	185	,086	

a. Predictors: (Constant), Do you have a permanent or temporary contract?, Gender, Leeftijd in jaren

b. Predictors: (Constant), Do you have a permanent or temporary contract?, Gender, Leeftijd in jaren, FTPO mean score

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	,586	3	,195	,545	,652 ^b
	Residual	66,652	186	,358		
	Total	67,238	189			
2	Regression	1,642	4	,410	1,157	,331 ^c
	Residual	65,597	185	,355		
	Total	67,238	189			

a. Dependent Variable: Perf mean score

b. Predictors: (Constant), Do you have a permanent or temporary contract?, Gender, Leeftijd in jaren

c. Predictors: (Constant), Do you have a permanent or temporary contract?, Gender, Leeftijd in jaren, FTPO mean score

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	t
1	(Constant)	4,370	,254		17,176
	Gender	,023	,093	,019	,247
	Leeftijd in jaren	,001	,004	,023	,273
	Do you have a permanent or temporary contract?	-,091	,101	-,075	-,901
2	(Constant)	4,128	,289		14,260
	Gender	,007	,093	,006	,075
	Leeftijd in jaren	,002	,004	,039	,466
	Do you have a permanent or temporary contract?	-,072	,101	-,059	-,714
	FTPO mean score	,075	,043	,127	1,725

Coefficients^a

Model		Sig.
1	(Constant)	,000
	Gender	,805
	Leeftijd in jaren	,785
	Do you have a permanent or temporary contract?	,369
2	(Constant)	,000
	Gender	,940
	Leeftijd in jaren	,642
	Do you have a permanent or temporary contract?	,476
	FTPO mean score	,086

a. Dependent Variable: Perf mean score

Excluded Variables^a

Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics Tolerance
1 FTPO mean score	,127 ^b	1,725	,086	,126	,975

a. Dependent Variable: Perf mean score

b. Predictors in the Model: (Constant), Do you have a permanent or temporary contract?, Gender, Leeftijd in jaren

8.4.8 Testing hypothesis 2

* Encoding: UTF-8.

/* PROCESS version 3.5 */.

/* Written by Andrew F. Hayes */.

/* www.afhayes.com */.

/* www.processmacro.org */.

/* Copyright 2017-2020 by Andrew F. Hayes */.

/* Documented in <http://www.guilford.com/p/hayes3> */.

/* PROCESS workshop schedule at <http://www.processmacro.org/workshops.html> */.

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set printback=off.

Matrix

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.5 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com

Documentation available in Hayes (2018). www.guilford.com/p/hayes3

Model : 4

Y : Perfavg

X : FTPOavg

M : IMavg

Covariates:

Gender Age Contract

Sample

Size: 190

OUTCOME VARIABLE:

IMavg

Model Summary

R	R-sq	MSE	F	df1	df2	p
,3389	,1149	,2522	6,0019	4,0000	185,0000	,0001

Model

	coeff	se	t	p	LLCI	ULCI
constant	2,7631	,2441	11,3196	,0000	2,2815	3,2447
FTPOavg	,0217	,0366	,5913	,5551	-,0506	,0939

Gender	-,0123	,0783	-,1572	,8752	-,1667	,1421
Age	-,0111	,0030	-3,6800	,0003	-,0171	-,0052
Contract	,0711	,0850	,8370	,4037	-,0965	,2388

OUTCOME VARIABLE:

Perfavg

Model Summary

R	R-sq	MSE	F	df1	df2	p
,1568	,0246	,3564	,9271	5,0000	184,0000	,4646

Model

	coeff	se	t	p	LLCI	ULCI
constant	4,0857	,3776	10,8210	,0000	3,3407	4,8306
FTPOavg	,0746	,0436	1,7115	,0887	-,0114	,1606
IMavg	,0152	,0874	,1737	,8623	-,1573	,1876
Gender	,0072	,0931	,0770	,9387	-,1764	,1908
Age	,0018	,0037	,4941	,6218	-,0055	,0092
Contract	-,0730	,1012	-,7211	,4717	-,2727	,1267

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

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
,0746	,0436	1,7115	,0887	-,0114	,1606

Indirect effect(s) of X on Y:

Effect	BootSE	BootLLCI	BootULCI
IMavg	,0003	,0039	-,0077 ,0095

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

Level of confidence for all confidence intervals in output:

95,0000

Number of bootstrap samples for percentile bootstrap confidence intervals:

5000

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