

*The moderating role of corporate reputation and employee-company identification on work-related outcomes of job insecurity resulting from workforce localization policies*

Article

Supplemental Material

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Table 1-4

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**Table 1:** Measurement model results.

Constructs	Code	Items	S.L	S.E	t-value a, b	$\alpha$	C.R	AVE c	VIF
<i>Step I: Results of the assessment of measurement model for first order constructs</i>									
Corporate reputation						0.94	0.95	0.69	2.59
	CR1	This company contributes actively and voluntarily to the social improvement, economic and the environmental of society.	0.83	0.04	22.35				
	CR2	This company stands behind its products and services with good price and good quality that meet consumer.	0.85	0.02	34.67				
	CR3	This company treats customers courteously, communicates with them and takes care of their safety and health.	0.75	0.04	17.58				
	CR4	This company generates respect, admiration esteem and confidence among people.	0.87	0.02	42.85				
	CR5	This company is recognized, has excellent leadership, is innovative, and seeks constant overcoming.	0.82	0.03	26.80				
	CR6	This company looks like a good company to work, already be by its infrastructure such	0.84	0.03	33.57				

		as its working environment, benefits and good treats with its employees.							
		This company is a company with values that obeys the laws, transparent and respects							
	CR7	people and the environment.	0.83	0.03	30.22				
		This company supports good causes that							
	CR8	benefits society and environment.	0.85	0.02	38.19				
<b>Employee-company identification</b>									<b>2.48</b>
						0.84	0.89	0.58	
		When someone criticizes my company, it							
	ECI1	feels like a personal insult.	0.84	0.03	28.01				
		I am very interested in what others think							
	ECI2	about my company.	0.37	0.16	2.32				
		When I talk about this company, I usually							
	ECI3	say “we” rather than “they.”	0.83	0.04	21.54				
	ECI4	This company’s success is my success.	0.80	0.04	20.45				
		When someone praises this company, it							
	ECI5	feels like a personal compliment.	0.82	0.04	21.24				
		If a story in the media criticized this							
	ECI6	company, I would feel embarrassed.	0.79	0.05	14.77				
<b>Job Insecurity</b>						0.82	0.90	0.74	<b>2.22</b>
	J-In1	Chances are I will soon lose my job.	0.87	0.03	32.49				

	J-In2*	I am sure I can keep my job.	--	--	--				
	J-In3	I feel insecure about the future of my job.	0.79	0.05	14.58				
		I think I might lose my job in the near							
	J-In4	future.	0.91	0.01	62.00				
<b>Job engagement</b>			0.70	0.09	7.26	0.72	0.82	0.54	<b>2.03</b>
	EE-JE1	I really “throw” myself into my job.	0.71	0.11	6.76				
		Sometimes I am so into my job that I lose							
	EE-JE2	track of time.	0.72	0.09	7.83				
		This job is all consuming; I am totally into							
	EE-JE3	it.	0.80	0.07	11.40				
		My mind often wanders and I think of other							
	EE-JE4*	things when doing my job.							
	EE-JE5	I am highly engaged in this job.	0.70	0.10	7.32				
<b>Organization engagement</b>									<b>2.50</b>
						0.81	0.87	0.57	
	EE-OE1	Being a member of this organization is very captivating.	0.74	0.06	12.71				
		One of the most exciting things for me is getting involved with things happening in							
	EE-OE2	this organization.	0.70	0.09	8.17				
		I am really not into the “goings-on” in this							
	EE-OE3*	organization.							

	EE-OE4	Being a member of this organization make me come “alive.”	0.76	0.05	13.80				
	EE-OE-5	Being a member of this organization is exhilarating for me.	0.75	0.05	13.90				
	EE-OE-6	I am highly engaged in this organization.	0.82	0.03	29.56				
<b>Emotional Exhaustion</b>									<b>1.95</b>
						0.82	0.88	0.64	
	JB-EE1	I feel emotionally drained from customer service work.	0.67	0.11	6.18				
	JB-EE2	I feel used up by the end of the workday.	0.77	0.07	10.50				
	JB-EE3	I feel fatigued when I get up in the morning.	0.86	0.03	24.66				
	JB-EE4	I feel burned out from customer service work.	0.88	0.02	35.57				
<b>Depersonalization</b>						0.78	0.86	0.60	<b>2.00</b>
	JB-Dep1	I have become more callous (heartless) toward customers.	0.66	0.11	5.92				
	JB-Dep2	I feel that I treat customers as if they were impersonal “objects”.	0.79	0.06	13.57				
	JB-Dep3	I worry about being callous (heartless) toward people.	0.77	0.06	13.14				

	JB-Dep4	I have become callous (heartless) toward people.	0.87	0.03	33.12				
<b>Intent to quit Job</b>			0.75	0.03	22.10	0.68	0.83	0.62	<b>1.70</b>
	ITQ1	I frequently think of quitting my job.	0.84	0.04	20.85				
	ITQ2	I am planning to search for a new job during the next 12 months.	0.89	0.02	49.76				
	ITQ3	If I have my own way, I will be working for this organization one year from now.	0.61	0.10	5.88				
<b>Control variables</b>									
	Designation	Employee's designation	1.00	0.00	0.00	1.00	1.00	1.00	1.00
	Education	Employee's education	1.00	0.00	0.00	1.00	1.00	1.00	1.00
	Experience	Employee's experience	1.00	0.00	0.00	1.00	1.00	1.00	1.00
<b>Step II: Results of the assessment of measurement model after generating second order construct</b>									
<b>Employee engagement</b>									<b>1.00</b>
						0.78	0.90	<b>0.91</b>	
		Job engagement	0.88	0.03	26.91				
		Organization engagement	0.93	0.01	70.33				
<b>Job burnout</b>						0.76	0.89	<b>0.90</b>	<b>1.33</b>
		Depersonalization	0.91	0.02	44.85				
		Emotional Exhaustion	0.88	0.03	29.32				

*Note:* \* The item is problematic and so removed from final analysis. S.L = Standard loadings; S.E = Standard error; <sup>a</sup> Test-statistics are obtained by 5000 Bootstrap runs; <sup>b</sup> Absolute t-values > 1.96 are two-tailed significant at 5 percent;  $\alpha$  = Cronbach's Alpha; C.R = Composite

reliability; AVE = Average variance extracted; <sup>c</sup> Percentage of variance of item explained by the latent variable; **VIF = Variance inflation factor** shows collinearity.

**Table 2:** Mean, standard deviations, correlations and discriminant validity results.

	Mean	S.D	1	2	3	4	5	6	7	8	9	10
<b>1. Corporate reputation</b>	3.54	0.90	0.83	0.71	0.24	0.63	0.25	0.46	0.03	0.08	0.15	0.10
<b>2. Employee-company identification</b>	3.64	1.34	0.71**	0.76	0.30	0.67	0.30	0.39	0.04	0.12	0.02	0.09
<b>3. Job insecurity</b>			-									
	3.03	0.82	0.24**	-0.30**	0.86	0.13	0.59	0.58	0.25	0.35	0.09	0.15
<b>4. Employee engagement</b>	3.37	0.54	0.57**	0.60**	-0.12	0.90	0.20	0.37	0.07	0.18	0.11	0.13
<b>5. Job burnout</b>	3.26	0.65	-0.21*	-0.26**	0.53**	-0.06	0.89	0.57	0.09	0.23	0.10	0.11
<b>6. Intent to quit job</b>			-									
	3.01	0.94	0.46**	-0.39**	0.58**	-0.34**	0.50**	0.79	0.04	0.05	0.09	0.11
<b>7. Employee's designation</b>	3.04	1.28	-0.03	-0.04	-0.25**	0.06	-0.09	0.04	1.00 <sup>†</sup>	0.39	0.29	0.06
<b>8. Employee's education</b>	2.31	0.89	0.08	0.12	-0.35**	0.17	-0.22	-0.05	0.39**	1.00 <sup>†</sup>	0.22	0.09
<b>9. Employee's experience</b>	2.84	0.81	0.15	0.02	-0.09	0.10	-0.08	-0.09	0.29**	0.22**	1.00 <sup>†</sup>	0.04
<b>10. Corporate hypocrisy (Marker variable)</b>	3.14	0.65	0.04	-0.06	-0.16	-0.10	-0.09	-0.08	0.01	0.03	0.03	0.80

Note: \*  $p < 0.05$ ; \*\*  $p < 0.01$ ; <sup>†</sup> **The AVE value is not meaningful criterion for single-item measures.** S.D = Standard deviation; Diagonal and italicized elements are the square roots of the AVE (average variance extracted).

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Below the diagonal elements are the correlations between the constructs values.

Above the diagonal elements are the HTMT values.

**Table 3:** Structural model results.

Structural path	Path coefficient	Boot S.E	t-value (bootstrap)	95% Confidence interval	Conclusion
<i>Control variables paths</i>					
Designation → Employee engagement	0.07 <sup>n.s</sup>	0.06	1.21	(0.00, 0.17)	
Education → Employee engagement	0.11 <sup>n.s</sup>	0.06	1.10	(0.02, 0.22)	
Experience → Employee engagement	0.02 <sup>*</sup>	0.04	2.17	(0.00, 0.06)	
Designation → Employee burnout	0.06 <sup>*</sup>	0.06	1.74	(0.00, 0.16)	
Education → Employee burnout	-0.04 <sup>n.s</sup>	0.06	-0.75	(-0.12, 0.00)	
Experience → Employee burnout	-0.04 <sup>*</sup>	0.05	-1.97	(-0.11, 0.00)	
Designation → Intentions to quit	0.14 <sup>n.s</sup>	0.07	0.50	(0.04, 0.26)	
Education → Intentions to quit	0.13 <sup>n.s</sup>	0.07	0.74	(0.03, 0.24)	
Experience → Intentions to quit	-0.06 <sup>n.s</sup>	0.05	-1.16	(-0.16, 0.00)	
<i>Direct effect</i>					
<b>Job insecurity → Employee engagement</b>	<b>0.13<sup>*</sup></b>	<b>0.08</b>	<b>1.68</b>	<b>(0.01, 0.26)</b>	<b>H1; supported</b>
<b>Job insecurity → Employee burnout</b>	<b>0.50<sup>**</sup></b>	<b>0.08</b>	<b>6.41</b>	<b>(0.35, 0.61)</b>	<b>H2; supported</b>
<b>Job insecurity → Intentions to quit</b>	<b>0.57<sup>***</sup></b>	<b>0.07</b>	<b>8.72</b>	<b>(0.46, 0.67)</b>	<b>H3; supported</b>
<i>Moderating effect</i>					
Job insecurity × Corporate reputation → Employee engagement	-0.02 <sup>n.s</sup>	0.06	-0.34	(-0.06, 0.00)	H4a; not supported
Job insecurity × Corporate reputation → Employee burnout	0.19 <sup>**</sup>	0.07	2.76	(0.07, 0.31)	H4b; supported
Job insecurity × Corporate reputation → Intentions to quit	0.26 <sup>**</sup>	0.09	2.76	(0.11, 0.42)	H4c; supported
Job insecurity × Employee-company identification → Employee engagement	0.04 <sup>n.s</sup>	0.07	0.60	(0.00, 0.12)	H5a; not supported
Job insecurity × Employee-company identification → Employee burnout	0.15 <sup>*</sup>	0.09	1.67	(0.00, 0.30)	H5b; supported
Job insecurity × Employee-company identification → Intentions to quit	0.03 <sup>n.s</sup>	0.07	0.40	(-0.17, 0.11)	H5c; not supported
SRMR composite model = 0.07					
$R^2_{\text{Employee engagement}} = 0.43$ ; $Q^2_{\text{Employee engagement}} = 0.28$					

$R^2_{\text{Employee burnout}} = 0.37$ ;  $Q^2_{\text{Employee burnout}} = 0.24$

$R^2_{\text{Intentions to quit}} = 0.52$ ;  $Q^2_{\text{Intentions to quit}} = 0.45$

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*Note:*  $|t| \geq 1.65$  at p 0.05 level;  $^{**}|t| \geq 2.33$  at p 0.01 level;  $^{***}|t| \geq 3.09$  at p 0.001 level; n.s = Not significant (based on  $t(4999)$ , one-tailed test).

$R^2$  = Determination coefficients;  $Q^2$  = Predictive relevance of endogenous (omission distance=7).

Threshold for  $R^2$  value  $\geq 0.25$  (weak);  $\geq 0.50$  (moderate);  $\geq 0.75$  (substantial).

Threshold for  $Q^2$  value  $> 0$  indicate predictive relevance.

**Table 4:** Conditional process analysis.

	<b>Path coefficient</b>	<b>Boot S.E</b>	<b>t-value (bootstrap)</b>	<b>95% Confidence interval</b>
<i>(A) Conditional effect of job insecurity on employee burnout at the values of corporate reputation</i>				
Low; M - 1.0037 S.D (2.54)	0.35	0.11	3.10	(0.13, 0.57)
Moderate; M (3.54)	0.54	0.09	6.25	(0.37, 0.71)
High; M + 1.0037 S.D (4.54)	0.74	0.12	6.28	(0.50, 0.97)
<i>(B) Conditional effect of job insecurity on intentions to quit at the values of corporate reputation</i>				
Low; M - 1.0037 S.D (2.54)	0.52	0.09	5.91	(0.34, 0.69)
Moderate; M (3.54)	0.59	0.08	7.40	(0.43, 0.74)
High; M + 1.0037 S.D (4.54)	0.66	0.10	6.50	(0.46, 0.86)
<i>(C) Conditional effect of job insecurity on employee burnout at the values of employee-company identification</i>				
Low; M - 1.0037 S.D (2.64)	0.32	0.15	2.12	(0.02, 0.62)
Moderate; M (3.64)	0.47	0.10	4.69	(0.27, 0.67)
High; M + 1.0037 S.D (4.64)	0.62	0.12	5.22	(0.39, 0.86)
<i>Note:</i> Values for corporate reputation/employee-company identification (moderators) are the mean and plus/minus one standard deviation (S.D) from mean.				

## Appendix I: Demographic characteristics of the sample

Information about respondents			Information about sampling firms		
Measurement	No.	%	Measurement	No.	%
<i>(a) Education</i>			<i>(a) Origin of company</i>		
High school	23	17.0	Saudi	82	60.7
Bachelors	59	43.7	Non-Saudi	53	39.3
Master	45	33.3	<i>(b) Number of employees</i>		
PhD	4	3.0	Less than 100 employees	47	34.8
Professional	4	3.0	101 - 500	50	37.0
<i>(b) Experience</i>			More than 500	38	28.1
< 1 year	7	5.2			
2-5 years	31	23.0			
6-10 years	77	57.0			
11-15 years	16	11.9			
> 15 years	4	3.0			
<i>(c) Designation</i>					
Support staff	24	17.8			
Clerical	11	8.1			
Officer	61	45.2			
Junior manager	14	10.4			
Middle level manager	25	18.5			
<i>(d) Income (Saudi Riyals per month)</i>					
< 5000 SAR	24	17.8			
5000 - 9,999	41	30.4			
10,000-14,999	40	29.6			
15000 - 19,999	16	11.9			
> 20,000 SAR	14	10.4			
<i>(e) Gender</i>					
Male	90	66.7			
Female	45	33.3			
<i>(f) Nationality</i>					
Pakistan	9	6.7			
India	17	12.6			
Bangladesh	3	2.2			
Egypt	24	17.8			
Yemen	11	8.1			
Philippine	8	5.9			
Lebanese	8	5.9			
French	4	3.0			
Sudan	13	9.6			
Jordan	14	10.4			
Syrian	6	4.4			
Others	20	12.6			