

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

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

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				
J-In4	I think I might lose my job in the near future.	0.91	0.01	62.00				
Job engagement		0.70	0.09	7.26	0.72	0.82	0.54	2.03
EE-JE1	I really “throw” myself into my job.	0.71	0.11	6.76				
EE-JE2	Sometimes I am so into my job that I lose track of time.	0.72	0.09	7.83				
EE-JE3	This job is all consuming; I am totally into it.	0.80	0.07	11.40				
EE-JE4*	My mind often wanders and I think of other things when doing my job.							
EE-JE5	I am highly engaged in this job.	0.70	0.10	7.32				
Organization engagement								2.50
EE-OE1	Being a member of this organization is very captivating.	0.74	0.06	12.71	0.81	0.87	0.57	
EE-OE2	One of the most exciting things for me is getting involved with things happening in this organization.	0.70	0.09	8.17				
EE-OE3*	I am really not into the “goings-on” in this 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				
Emotional Exhaustion									1.95
						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				
Depersonalization						0.78	0.86	0.60	2.00
	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				
Intent to quit Job			0.75	0.03	22.10	0.68	0.83	0.62	1.70
	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				
Control variables	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
Step II: Results of the assessment of measurement model after generating second order construct									
Employee engagement									1.00
		Job engagement	0.88	0.03	26.91	0.78	0.90	0.91	
		Organization engagement	0.93	0.01	70.33				
Job burnout						0.76	0.89	0.90	1.33
		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; ^a Test-statistics are obtained by 5000 Bootstrap runs; ^b Absolute t-values > 1.96 are two-tailed significant at 5 percent; α = Cronbach's Alpha; C.R = Composite

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

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 ^{n.s}	0.06	1.21	(0.00, 0.17)	
Education → Employee engagement	0.11 ^{n.s}	0.06	1.10	(0.02, 0.22)	
Experience → Employee engagement	0.02 [*]	0.04	2.17	(0.00, 0.06)	
Designation → Employee burnout	0.06 [*]	0.06	1.74	(0.00, 0.16)	
Education → Employee burnout	-0.04 ^{n.s}	0.06	-0.75	(-0.12, 0.00)	
Experience → Employee burnout	-0.04 [*]	0.05	-1.97	(-0.11, 0.00)	
Designation → Intentions to quit	0.14 ^{n.s}	0.07	0.50	(0.04, 0.26)	
Education → Intentions to quit	0.13 ^{n.s}	0.07	0.74	(0.03, 0.24)	
Experience → Intentions to quit	-0.06 ^{n.s}	0.05	-1.16	(-0.16, 0.00)	
<i>Direct effect</i>					
Job insecurity → Employee engagement	0.13[*]	0.08	1.68	(0.01, 0.26)	H1; supported
Job insecurity → Employee burnout	0.50^{**}	0.08	6.41	(0.35, 0.61)	H2; supported
Job insecurity → Intentions to quit	0.57^{***}	0.07	8.72	(0.46, 0.67)	H3; supported
<i>Moderating effect</i>					
Job insecurity × Corporate reputation → Employee engagement	-0.02 ^{n.s}	0.06	-0.34	(-0.06, 0.00)	H4a; not supported
Job insecurity × Corporate reputation → Employee burnout	0.19 ^{**}	0.07	2.76	(0.07, 0.31)	H4b; supported
Job insecurity × Corporate reputation → Intentions to quit	0.26 ^{**}	0.09	2.76	(0.11, 0.42)	H4c; supported
Job insecurity × Employee-company identification → Employee engagement	0.04 ^{n.s}	0.07	0.60	(0.00, 0.12)	H5a; not supported
Job insecurity × Employee-company identification → Employee burnout	0.15 [*]	0.09	1.67	(0.00, 0.30)	H5b; supported
Job insecurity × Employee-company identification → Intentions to quit	0.03 ^{n.s}	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 Employee burnout = 0.37; Q^2 Employee burnout = 0.24

R^2 Intentions to quit = 0.52; Q^2 Intentions to quit = 0.45

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 ≥ 0.25 (weak); ≥ 0.50 (moderate); ≥ 0.75 (substantial).

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

Table 4: Conditional process analysis.

	Path coefficient	Boot S.E	t-value (bootstrap)	95% Confidence interval
<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)

Note: 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			