

JOB SECURITY AS A THREATENED RESOURCE: REACTIONS TO JOB INSECURITY IN CULTURALLY DISTINCT REGIONS

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**JOB SECURITY AS A THREATENED RESOURCE: REACTIONS TO JOB
INSECURITY IN CULTURALLY DISTINCT REGIONS**

As downsizing and restructuring have become global phenomena, the impact of job insecurity on employee attitudes has received significant attention. However, research examining the role of cultural dimensions has been largely unexplored. Drawing on the conservation of resources theory, we investigated whether the relationships between both quantitative job insecurity (i.e., the perceived threat of job loss) and qualitative job insecurity (i.e., the perceived threat of losing valued job features) and employee attitudes (job satisfaction and turnover intention) differ in culturally distinct regions. This was examined using representative employee samples from two regions of Switzerland which differ in societal practices uncertainty avoidance and performance orientation: the German-speaking (n = 966) and the French-speaking (n = 307) regions. Our research indicates that whereas the relationship between quantitative job insecurity and turnover intention is stronger in the French-speaking region where there is higher societal practice uncertainty avoidance, the relationship between qualitative job insecurity and job satisfaction is stronger in the German-speaking region where there is higher societal practice performance orientation.

Keywords: job insecurity, job satisfaction, turnover intention, performance orientation, uncertainty avoidance, work-stress

Introduction

In response to increasing global competition over the past couple of decades, organizations have made use of multiple measures such as downsizing or restructuring (Datta, Guthrie, Basuil, & Pandey, 2010). While such managerial practices are often implemented in order to improve effectiveness in organizations (Cascio, 2005; Sitlington & Marshall, 2011), they may lead to dysfunctional consequences (Datta et al., 2010; Dougherty & Bowman, 1996; McKinley & Scherer, 2000; McKinley, Zhao, & Rust, 2000). Specifically, as a result of downsizing or restructuring, employees may experience job insecurity, that is, “a sense of powerlessness to maintain desired continuity in a threatened job situation” (Greenhalgh & Rosenblatt, 1984, p. 438). A broad body of research confirms that job insecurity is negatively related to employee attitudes, which are important from an organizational perspective, such as job satisfaction or turnover intention (Cheng & Chan, 2007; De Witte, 2005; De Witte & Näswall, 2003; Hellgren, Sverke, & Isaksson, 1999; Laine, van der Heijden, B., Wickström, Hasselhorn, & Tackenberg, 2009; Sverke, Hellgren, & Näswall, 2002).

While research has investigated the negative effect of job insecurity on job satisfaction and turnover intention, less is known about the impact of cultural dimensions on employees' reactions to job insecurity (Erlinghagen, 2008; Greenhalgh & Rosenblatt, 2010). Yet, when multinational organizations downsize or restructure, they often implement such measures in different countries and across different cultures. For example, Alcatell-Lucent - a French-American group - recently announced global layoffs in Europe, the Middle East, Africa, Asia Pacific, and in the Americas (Reuters, 2013). In 2009, UBS, a Swiss financial institution, announced job cuts in Europe, the United States, and Asia (Reuters, 2009). If culture plays a role in employees' reactions to job insecurity, the knowledge of the effect of cultural dimensions on

responses to job insecurity may be helpful in effectively managing such organizational changes in multinational companies.

Thus far, only a few studies have investigated the role of cultural dimensions in the relationship between job insecurity and employees' attitudes and intentions such as job satisfaction and turnover intention (Debus, Probst, König, & Kleinmann, 2012; König, Probst, Staffen, & Graso, 2011; Probst & Lawler, 2006). Importantly, cross-cultural research on the relationships between job insecurity and employee attitudes has focused on quantitative job insecurity (i.e., the perceived threat of job loss; Debus et al., 2012; König et al., 2011; Probst & Lawler, 2006). However, an employee might fear the deterioration of employment conditions or career opportunities, in addition to losing their job (Greenhalgh & Rosenblatt, 1984; Hellgren et al., 1999). Qualitative job insecurity measures such concerns as an indicator of one's job quality in terms of career progression, reduced income, or fewer resources (Greenhalgh & Rosenblatt, 1984; Hellgren et al., 1999). Although qualitative job insecurity has been found to relate more strongly to employee attitudes compared to its quantitative counterpart (Hellgren et al., 1999), so far, it has received much less attention from researchers. However, recent studies (e.g., Arnold & Staffelbach, 2012; De Cuyper, De Witte, Kinnunen, & Nätti, 2010; Låstad, Berntson, Näswall, & Sverke, 2014; Richter, Näswall, Bernhard-Oettel, & Sverke, 2014; Stynen, Forrier, Sels, & De Witte, 2013; Van den Broeck et al., 2014; Vander Elst et al., 2014) indicate a growing interest in examining employee responses to qualitative job insecurity.

Given that both job insecurity dimensions capture distinct aspects of insecurity in employment relationships, different cultural dimensions may influence reactions to both qualitative and quantitative job insecurity. Whereas previous research suggests that the cultural dimensions individualism and uncertainty avoidance may impact employee reactions to quantitative job insecurity (Debus et al., 2012; Probst & Lawler, 2006), performance orientation,

which measures the extent to which a culture encourages performance improvement (House, Hanges, Javidan, Dorfman, & Gupta, 2004) is likely to impact employee responses to qualitative job insecurity.

In this study we use data taken from employees from the German- and French-speaking regions of Switzerland, which differ significantly in both societal practices uncertainty avoidance and performance orientation (House et al., 2004). Importantly, in line with previous research on job insecurity (Debus et al., 2012), we explore the role of societal practices, which reflect the more tangible attributes of culture such as rules and procedures, in contrast to cultural values which capture the more intangible ones (House et al., 2004). Drawing on the conservation of resources theory (Hobfoll, 1989) and the results of the GLOBE Study (House et al., 2004), we argue that due to differences in societal practice uncertainty avoidance and societal practice performance orientation, employee reactions to both quantitative and qualitative job insecurity will differ between the two regions of Switzerland. Thus, we respond to the call for more cross-cultural and comparative research on employees' responses to qualitative job insecurity (Greenhalgh & Rosenblatt, 2010; König et al., 2011).

This study contributes to the literature on job insecurity in three ways. Firstly, by exploring theoretically the role of cultural dimensions on the relationships of qualitative job insecurity with job satisfaction and turnover intention, we add to the cross-cultural and comparative research on qualitative job insecurity. Secondly, we investigate the role of performance orientation, which is likely to influence reactions to qualitative job insecurity. Thirdly, by comparing two regions of Switzerland that differ in societal practices performance orientation and uncertainty avoidance (House et al., 2004), but that share similar socio-economic and legal contexts, we are able to hold a number of relevant and potentially confounding variables constant (e.g., social safety net; Alexeev & Leitzel, 2001). We are therefore able to

isolate the effect of cultural dimensions on responses to both quantitative and qualitative job insecurity better.

Job insecurity and employee attitudes

Since Greenhalgh and Rosenblatt (1984) highlighted the necessity of including valued job features in addition to job loss as important aspects of job insecurity, scholars have examined the impact of both quantitative and qualitative job insecurity on employee attitudes (Arnold &Staffelbach, 2012; De Cuyper et al., 2010; De Witte et al., 2010; De Witte &Näswall, 2003; Hellgren et al., 1999; Laine et al., 2009; Richter et al., 2014). Whereas quantitative job insecurity refers to employees' worries about losing their job in the future, qualitative job insecurity reflects concerns regarding valued job features such as career development, income, or working conditions (Hellgren et al., 1999). Qualitative job insecurity relates to deterioration in diverse areas often associated with organizational changes such as restructuring or downsizing. Specifically, Greenhalgh &Rosenblatt (1984) indicated worries related to areas, such as career progression, income, or resources, amongst others.

The conservation of resources (COR) theory (Hobfoll, 1989) provides guidance as to how job insecurity may influence employee attitudes. The COR theory proposes that people are motivated to retain, protect, and build resources (Hobfoll, 1989). Resources are defined as "those objects, personal characteristics, conditions or energies that are valued by the individual or that serve as a means for attainment of these objects, personal characteristics, conditions, or energies" (Hobfoll, 1989, p. 516). Resources include objects (e.g., a home), conditions (e.g., employment), personal characteristics (e.g., personality traits and skills) and energies (e.g., time, money and knowledge; Hobfoll, 1989). Importantly, the value of resources may vary greatly between individuals and is a function of their experiences and situations (Halbesleben, Neveu, Paustian-Underdahl, & Westman, 2014).

Individuals demonstrate strain reactions if they experience (1) the threat of resource loss, (2) actual resource loss, or (3) a lack of resource gain after resource investment (Hobfoll, 2001). When individuals are confronted with the threat of resource loss, they do not wait for this loss to occur, but instead actively try to position themselves and their resources in an advantageous way (Hobfoll, 2001). Specifically, it is predicted that individuals who experience stress related to actual or potential resource losses, strive to minimize the resource loss (Buchwald & Hobfoll, 2013). Additionally, they become more defensive in how they invest in future resources (Halbesleben et al., 2014). Individuals then tend to scale back on resource investment or invest in behaviors that are more strategic in their use of resources (Halbesleben et al., 2014).

In line with COR theory, both employment as well as job features such as development possibilities or rewards, are classified as valued resources (Halbesleben et al., 2014). Thus, actual or potential resource losses (job and valued job features) constitute a threat that may cause strain. As employees confronted with job insecurity perceive a threat to their valued resource of employment and its quality, they are likely to concentrate on protecting available resources and withdraw from activities that put a further demand on them (König, Debus, Häusler, Lendenmann, & Kleinmann, 2010). This implies that employees may actually demonstrate withdrawal in their current workplace (i.e., become defensive in investing their resources and switch to activities that are less resource demanding) and engage in activities, which enable the conservation of resources (i.e., employment and quality of work), for example, by looking for another job.

Given that workers exposed to the stress of losing a job or valued job features may distance themselves psychologically from the stressor, and that reduced job satisfaction represents such attempts of psychological withdrawal (Davy, Kinicki, & Scheck, 1991), we argue that employees confronted with quantitative and/or qualitative job insecurity are likely to

demonstrate lower job satisfaction (Davy, Kinicki, & Scheck, 1997). In turn, given that employees confronted with the threat of losing valued resources engage in activities aimed at conservation of resources, we argue that employees exposed to quantitative and/or qualitative job insecurity are more likely to demonstrate higher turnover intention (i.e., by intending to look for another job).

A large body of research confirms the negative relationships of both quantitative and qualitative job insecurity with job satisfaction and a positive one with turnover intention (Cheng & Chan, 2007). Thus, we propose:

H1: Quantitative job insecurity relates negatively to job satisfaction (H1a) and positively to turnover intention (H1b)

H2: Qualitative job insecurity relates negatively to job satisfaction (H2a) and positively to turnover intention (H2b)

Moderating role of cultural dimensions on reactions to job insecurity

In line with COR theory, the stress experienced by individuals is not only a function of individual subjective evaluation but also of contextual aspects of threats and losses (Buchwald & Hobfoll, 2013; Hobfoll, 2001; Hobfoll, 2011). Such contextual aspects are reflected in culture. Through culturally defined social structures, roles, norms, and values, cultures develop specific contexts which define the scope of valued resources, the responses to stress, and effective coping strategies (Buchwald & Hobfoll, 2013; Halbesleben et al., 2014). Thus, cultural values and norms may influence reactions to the threat of the loss of resources as they provide scripts of behavior and, therefore, reactions to experienced job insecurity are likely to differ in distinct cultures.

Although research on the moderating impact of cultural dimensions on responses to job insecurity has been scarce, empirical studies provide support for the notion that reactions to job insecurity may be buffered by cultural dimensions. Probst and Lawler (2006) investigated the

moderating role of cultural dimension individualism and found that for collectivistic employees, quantitative job insecurity leads to a stronger decline in job satisfaction than for individualistic employees. König and colleagues (2011) investigated the role of uncertainty avoidance in the relationship between quantitative job insecurity and job attitudes using samples from the United States (U.S.) and Switzerland and found, contrary to hypotheses, that employees respond more strongly to job insecurity in the U.S., a country with lower uncertainty avoidance than in Switzerland, a country with higher uncertainty avoidance. They explained the results by arguing that the differences in the social safety nets between the two countries play an important role in shaping employee reactions to job insecurity.

In a more recent study examining 15,200 employees from 24 countries, Debus and colleagues (2012) found that societal practice uncertainty avoidance (or enacted uncertainty avoidance) moderates employees' responses to quantitative job insecurity. Specifically, using Lazarus's cognitive appraisal theory, they argued and found that when exposed to quantitative job insecurity, employees from countries with low uncertainty avoidance practice demonstrated lower job satisfaction and lower organizational commitment than employees from countries high in uncertainty avoidance practice. Wang, Lu, and Lu (2014), using a sample of Chinese employees, investigated whether or not traditionality moderates employee reactions to job insecurity in terms of well-being and organizational citizenship behavior (OCB) and found that employees with high traditional values appeared to have more negative health consequences and a more decreased level of OCB, compared to less traditional employees. However, a literature review on cultural dimensions and reactions to job insecurity indicates that scholars tend to focus on quantitative job insecurity and, from a cultural point of view, leave its qualitative counterpart unexplored.

Context of this study

Although most cross-cultural studies use data from countries as the unit of analysis, cultural differences also exist within countries (Kaasa, Vadi, & Varblane, 2013; Peterson & van Iterson, 2015; Schwartz, 1994). Culturally distant countries often vary in terms of factors that may buffer reactions to job insecurity such as affluence, unemployment rates, or legal protection against unemployment (Debus et al., 2012; König et al., 2011; Probst & Lawler, 2006). Switzerland however, is representative of a special context in which cross-cultural differences and their effects on responses to job insecurity can be examined, because significant cultural differences can be observed (Hofstede, Hofstede, & Minkov, 2010; House et al., 2004). However, similarities in socio-economic and legal context exist across regions.

Switzerland has four different languages with approximately 65.6% of the population speaking German and 22.8% speaking French. The results of the GLOBE Study, a research program focusing on culture and leadership in 62 nations, indicate that the German-speaking region has both a higher level of societal practice performance orientation and higher level of societal practice uncertainty avoidance than the French-speaking region (House et al., 2004). Although the two regions differ in cultural dimensions they share a common socio-economic and legal context, a context that may impact the extent to which job insecurity is perceived as threat (Debus et al., 2012; Probst & Lawler, 2006). Specifically, both regions have the same high social safety net while the unemployment rates are relatively low compared to other European countries: in June 2012, when data was collected, the unemployment rate in the German-speaking region of Switzerland was 2.2%, whereas unemployment in the French-speaking region was 3.8% (State Secretariat for Economic Affairs, 2012). Unemployment insurance benefits are stipulated at a federal level (The Federal Law on Compulsory Unemployment Insurance and Allowances in case of Insolvency, 1982). In the case of job loss, eligible employees are offered 18-24 months of allowances in the amount of 70% or 80% of their average salary from the last

six months (monthly maximum 10'500 CHF; Federal Department of Home Affairs, 2013). Thus, although generous unemployment benefits and low unemployment rates may limit the generalizability of the findings due to similarities in the social safety net across the two regions of Switzerland and differences in culture, Switzerland does seem to pose a suitable context for investigation of cultural dimensions and job insecurity.

Uncertainty avoidance and job insecurity

Two cultural dimensions - uncertainty avoidance and performance orientation - are likely to impact employee reactions to job insecurity. Building on previous research on culture and quantitative job insecurity (Debus et al., 2012), we argue that societal practice uncertainty avoidance (or “enacted uncertainty avoidance”; Debus et al., 2012; House et al., 2004) will shape an employee’s reactions to quantitative job insecurity. In comparison to the cultural value of uncertainty avoidance which reflects the extent to which uncertainty is tolerated in society, the societal practice uncertainty avoidance captures the enacted uncertainty avoidance dimension, namely, the social manifestations arising from a general dislike of uncertain situations (Debus et al., 2012; House et al., 2004). Thus, cultures that are high in societal practice uncertainty avoidance develop rules and procedures that alleviate uncertainties in everyday life (Hofstede, 2001). Apart from the legal, technological, and religious mechanisms that are often applied to cope with uncertainties, rules, procedures, and rituals also play an important role (Hofstede, 2001; House et al., 2004). Thus, societal practice uncertainty avoidance measures the “enacted” dimension of uncertainty avoidance.

Importantly, societal practice uncertainty avoidance, which reflects the reliance on social norms and procedures to reduce the unpredictability of future events (House et al., 2004), differs from the social safety net, which reflects the legal environment protecting individuals from decreases in income (Debus et al., 2012). The measurement of societal practice uncertainty

avoidance includes items such as “in this society, societal requirements and instructions are spelled out in detail so citizens know what they are expected to do”, or “in the society, orderliness and consistency are stressed, even at the expense of experimentation and innovation” (House et al., 2004). Thus, societal practice uncertainty avoidance measures the degree to which individuals in a given culture developed rule-based mechanisms, order, and clearly articulated expectations. Such mechanisms go beyond the legal environment captured by social safety net.

Individuals in cultures that are high in societal practice uncertainty avoidance typically enjoy an environment with excessive structures and mechanisms employed to alleviate uncertainty (House et al., 2004). When employees from such cultures are confronted with job insecurity, they are likely to have a culturally driven set of procedures to rely on and thus, are often better equipped to cope with job insecurity (Debus et al., 2012). For example, cultures high in societal practice uncertainty avoidance may have developed a rule of social obligation for relatives or friends in order to help an unemployed individual find a new job or to give financial support if current employment is lost. Indeed, studies demonstrated that social support from friends and relatives might buffer the negative effects of stress and unemployment in terms of health outcomes (Gore, 1978). Additionally, some evidence suggests that social support from friends and relatives may impact the job search success of those unemployed (Korpi, 2001). Thus, in cultures high in societal practice uncertainty avoidance there may be more procedures of this kind to buffer the effects of job insecurity. In turn, employees in cultures with low uncertainty avoidance practice may respond more negatively to job insecurity because they have fewer rules and procedures in place to protect them in cases of job loss (Debus et al., 2012). Thus, in low uncertainty avoidance practice cultures, employees are likely to experience greater stress and react more intensely to job insecurity.

As a result of the perceived threat to existing resources (e.g., employment), in cultures with low uncertainty avoidance practice, individuals experience greater stress and are likely to be motivated to minimize the loss of their resources more (i.e., by reducing the resources invested in the current job and by investing energy to find new, presumably, more secure employment). Thus, compared to cultures high in societal practice uncertainty avoidance, individuals in cultures low in societal practice uncertainty avoidance are likely to respond more negatively to job insecurity by demonstrating lower job satisfaction and higher turnover intention.

Although both dimensions of job insecurity are associated with uncertainty in employment relationships, we argue that societal practice uncertainty avoidance is likely to play a significant role in responses specific to quantitative job insecurity. Quantitative job insecurity constitutes a threat to the maintenance of employment and thus, represents uncertainty in a major life area for employees (Sverke et al., 2002). Quantitative job insecurity constitutes the potential loss of important financial and social resources (De Witte, 1999; Sverke et al., 2002). Such uncertainty, which targets important areas of life procedures and mechanisms, is bound to be culturally scripted in high uncertainty avoidance societies. Therefore, uncertainty avoidance is likely to play an important role in shaping reactions to quantitative job insecurity. Although in the case of qualitative job insecurity, uncertainty related to valued job features is also present, the threat relates less to what exists currently and more to conditions for performance improvement and future career progression.

Thus, guided by the COR theory and empirical evidence, we hypothesize:

H3a: The negative relationship between quantitative job insecurity and job satisfaction is moderated by region, such that this relationship is stronger in the French-speaking region (lower societal practice uncertainty avoidance) than in the German-speaking region (higher societal practice uncertainty avoidance) of Switzerland.

H3b: The positive relationship between quantitative job insecurity and turnover intention is moderated by region such that this relationship is stronger in the French-speaking region (lower societal practice uncertainty avoidance) than in the German-speaking region (higher societal practice uncertainty avoidance) of Switzerland.

Performance orientation and job insecurity

Whereas uncertainty avoidance has been recognized as a significant cultural dimension moderating responses to quantitative job insecurity (Debus et al., 2012; König et al., 2011), societal practice performance orientation is likely to impact responses to qualitative job insecurity. Societal practice performance orientation measures “the extent to which society is perceived to encourage and reward performance improvement” (House et al., 2004, p. 246). Performance-oriented cultures value training, development, individual achievement, and are more materialistic than less performance-oriented cultures (House et al., 2004). Additionally, people in such cultures believe that individuals are in control, have ‘can do’ approaches, and value taking the initiative. Thus, societal practice performance orientation contrasts cultures to the extent that they reward their members for striving to achieve higher performance (House et al., 2004).

High societal practice performance orientation is likely to strengthen employee reactions to qualitative job insecurity. Increased qualitative job insecurity means that employees perceive certain valued job features, such as career prospects or income, to be at risk (Greenhalgh & Rosenblatt, 1984). In view of the COR theory, job features such as career opportunities or income, constitute valued resources (Halbesleben et al., 2014). Given that such job features reflect social status and may facilitate a higher performance level being achieved, they are especially salient in performance-oriented cultures (House et al., 2004). For example, training and career opportunities allow employees to develop new skills, assume new roles, and improve individual performance (Aguinis & Kraiger, 2009; Morgeson, Delaney-Klinger, & Hemingway,

2005). In line with COR theory, the ranking of the importance of resources is a product of a given culture (Hobfoll, 2001) and the potential loss of such resources is likely to be perceived as a greater threat in performance-oriented cultures. As a result, employees in cultures high in societal practice performance orientation are likely to be more motivated to (1) become defensive in investing their resources and withdraw from the current job by demonstrating reduced employee attitudes such as job satisfaction and (2), focus on the conservation of resources, that is by exhibiting turnover intention and looking for a new job.

Although to date no empirical research has examined the impact of performance orientation on reactions to job insecurity, previous research has demonstrated the important role of societal practice performance orientation in shaping employees' attitudes (Onyemah, Rouziès, & Panagopoulos, 2010; Sturman, Shao, & Katz, 2012). Guided by the COR theory, we hypothesize the following:

H4a: The negative relationship between qualitative job insecurity and job satisfaction is moderated by region such that this relationship is stronger in the German-speaking region of Switzerland (higher societal practice performance orientation) than in the French-speaking region (lower societal practice performance orientation).

H4b: The positive relationship between qualitative job insecurity and turnover intention is moderated by region such that this relationship is stronger in the German-speaking region of Switzerland (higher societal practice performance orientation) than in the French-speaking region (lower societal practice performance orientation).

Methods

Sample and procedure

This study is based on data from the Swiss Human-Relations-Barometer (Grote & Staffelbach, 2012), a large survey study of employees' perceptions of their professional situation

in Switzerland. For the distribution of the survey a randomized, representative sample of the Random Sample Register of Swiss Federal Statistical Office was used. In order to ensure a higher response rate (response rate 42.7%) the survey could either have been completed online or in paper pencil form (mixed mode approach). Data was collected between June and August 2012 and individuals were only included if they were employed at least 40%, not self-employed and between the ages of 16 and 65 years of age. Given that the cultural study of House and colleagues (2004) included German- and French-speaking regions, employees from the Italian region of Switzerland ($N = 112$) were eliminated from the final sample, resulting in 1,371 respondents. Participants with missing data ($N = 98$) were deleted.

The final sample ($N = 1,273$) consisted of individuals from the German-speaking ($n = 966$) and French-speaking ($n = 307$) regions. The majority of participants were male (55% in both regions), had permanent contracts (87% in the German- and 85% in the French-speaking region), and their average age was 41 years in both regions ($SD_{\text{German}} = 12.70$ and $SD_{\text{French}} = 12.76$). Average tenure was 10.6 years ($SD = 10.7$) in the French- and 9.5 years ($SD = 9.5$) in the German-speaking region. Participants worked in diverse industries.

Professional translators translated the initial survey from English into German and French. Two bilingual interpreters verified the accuracy of the German and French language versions. Pre-tests were also conducted with individuals from both regions. Prior to the study, participants were informed about the voluntary nature of their participation and their anonymity assured. No incentives were offered for participation in the survey.

Measures

Quantitative job insecurity

Consistent with Borg (1992), we measured quantitative job insecurity with a 3-item scale rated on a 5-point Likert scale ranging from 1 (not at all) to 5 (completely). The scale focuses on

the likelihood of losing one's job and includes the following items: "I am worried about having to leave my job before I would like to", "There is a risk that I will lose my present job in the coming year", and "I am worried that I could lose my present job in the near future." Alpha reliabilities are .74 for the French-speaking and .72 for the German-speaking region.

Qualitative job insecurity

Consistent with Arnold & Staffelbach (2012), who developed the scale following Bordia, Hobman, Jones, Gallois and Callan (2004) and Lee, Bobko, Ashford, Chen and Ren (2008), we measured qualitative job insecurity with a 7-item scale rated on a 5-point Likert scale ranging from 1 (not at all) to 5 (completely). We asked respondents if they worried about the following aspects: restructuring in their department, pay cuts, fewer career opportunities, greater workload, change of location, pressure to work reduced working hours, and less influence on their work. Alpha reliabilities are .83 for the French-speaking and .81 for the German-speaking region.

We ran a confirmatory factor analysis (CFA) to examine discriminant validity between quantitative and qualitative job insecurity. The two-factor model (distinguishing between qualitative and quantitative job insecurity) shows a good measurement fit to the data ($\chi^2(34) = 218.80$; $p < .001$; $\chi^2/df = 6.44$; CFI = .95; NNFI = .94; RMSEA = .065). Next, we examined a single factor model where all job insecurity items load on the same factor ($\chi^2(35) = 593.46$; $p < .001$; $\chi^2/df = 16.96$; CFI = .85; NNFI = .81; RMSEA = .11). Comparing the two-factor model with a single factor model shows that the two-factor model fits the data significantly better than the single factor model ($\Delta\chi^2 = 374.65$, $p < .001$), thus demonstrating discriminant validity between quantitative and qualitative job insecurity.

Job satisfaction

Job satisfaction was measured with a single question "How satisfied are you with your job?" on a scale ranging from 1 (not satisfied at all) to 10 (fully satisfied). Although not ideal,

single item measurement of job satisfaction is acceptable (Wanous, Reichers, & Hudy, 1997; Wanous & Hudy, 2001) and has been used in previous, similar studies (e.g., Debus et al., 2012; Tschopp, Grote, & Gerber, 2013). Specifically, Wanous and colleagues (1997) in their meta-analysis observed that correlations between single item measurement of job satisfaction and multiple item scales averaged .63 and argued that single item measurement, for example, in the presence of space constraints in the questionnaire, is acceptable. Additionally, a negative correlation between job satisfaction and turnover intention in this study ($r = -.53, p < .01$) indicates predictive validity of the single item job satisfaction measure.

Turnover intention

Turnover intention was measured with 3 items from Bozeman & Perrewé (2001). Respondents were asked to evaluate to what extent they agreed with following statements: “I will probably look for a new job in the near future”, “I am currently in the process of trying to leave this job”, and “I do not intend to leave my current job” (reversed coded) on a 5-point Likert scale ranging from 1 (not at all) to 5 (completely). Alpha reliabilities are .70 for the French-speaking and .72 for the German-speaking region.

Region

Similarly to the study conducted by Gerber, Wittekind, Grote, Conway and Guest (2009), employees were assigned to French- or German-speaking regions depending upon the language in which they chose to fill the questionnaire (0 = French, 1 = German). In line with the results of the GLOBE Study, the German-speaking region has a higher level of societal practice performance orientation and a higher level of societal practice uncertainty avoidance than the French-speaking region. Thus, a region equaling zero indicates lower societal practice uncertainty avoidance and performance orientation, whereas a region equaling one indicates higher societal practice uncertainty avoidance and performance orientation.

Control variables

In line with previous studies on job insecurity (e.g., König et al., 2011), we controlled for gender (0 = female, 1 = male), age, tenure (in years), and type of employment contract (temporary = 0, permanent = 1). We also controlled for supervisory position (0 = without supervisory position, 1 = with supervisory position; Debus et al., 2012). Following the recommendation of Probst and Lawler (2006), additionally we controlled for gross level of annual salary in CHF (1 = less than 25,000 CHF, 2 = 25,000-50,000 CHF, 3 = 50,001 – 75,000 CHF, 4 = 75,001 – 100,000 CHF, 5 = 100,001-125,000 CHF, 6 = more than 125,000 CHF).

Even though unemployment rates are relatively low in Switzerland, Swiss cantons differ in these rates. This is an important consideration as König and colleagues (2011) argued that differences in unemployment rates may buffer the reactions to job insecurity. Given that a higher unemployment rate may indicate greater competition for available jobs, perceived job insecurity could constitute a greater threat to employees (König et al., 2011). Therefore, we controlled for unemployment rate based on the industry of the current employer (Ellonen & Nätti, 2013) and the canton of residence of the respondent. We used cantonal unemployment rates based on the postal code of the respondents' residences and industry unemployment rates based on the industry of the employer (as reported by the respondent).

In the literature, job insecurity dimensions were analyzed both separately (Låstad et al., 2014; Richter et al., 2014) and jointly (De Witte et al. 2010; Hellgren et al., 1999). In order to avoid multicollinearity, we analyzed both job insecurity dimensions in separate models. To test our hypotheses, we conducted moderated hierarchical regression analyses according to the procedure described in Aiken and West (1991). First, we included control variables in the model. Second, we included independent variables, i.e., region and quantitative or qualitative job insecurity. Third, we added interaction terms (region x qualitative job insecurity and region x

quantitative job insecurity). All variables in the model were standardized in the regression analysis and, also, for creation of interaction term (Dawson, 2014).

Results

Several t-tests were conducted to compare dependent and independent variables across the two regions. French-speaking and German-speaking samples did not differ significantly in terms of gender ($t(1,271) = -.01, p > .05$), age ($t(1,271) = .31, p > .05$), tenure ($t(1,271) = 1.71, p > .05$), contract type ($t(1,271) = -1.11, p > .05$) and salary ($t(1,271) = -1.39, p > .05$). Additionally, in order to rule out potential alternative explanations, we compared the respondents' responses to two questions: experienced restructuring ("Have you experienced restructuring in the last 12 months?" 0 = "no", 1 = "yes") and experienced layoffs ("Have you experienced layoffs in the last 12 months in your department?" 0 = "no", 1 = "yes"). Respondents in the two language regions did not differ significantly in having experienced restructurings ($t(1,271) = -1.84, p > .05$) and layoffs ($t(1,271) = -.63, p > .05$). Moreover, results indicate no significant differences in job satisfaction ($t(1,271) = 1.76, p > .05$), turnover intention ($t(1,271) = -.18, p > .05$), quantitative job insecurity ($t(1,271) = -1.65, p > .05$), and qualitative job insecurity ($t(1,268) = 1.07, p > .05$) between the two regions.

Descriptive and Correlational Analyses

Table 1 presents the means, standard deviations, Cronbach's alpha reliabilities, and zero-order correlations among the variables used in this study for both regions. Job satisfaction is negatively correlated with both qualitative ($r_{\text{German}} = -.34, p < .01$; $r_{\text{French}} = -.22, p < .01$) and quantitative job insecurity ($r = -.18, p < .01$ in both regions). Turnover intention is positively correlated with both qualitative ($r_{\text{German}} = .22, p < .01$; $r_{\text{French}} = .20, p < .01$) and quantitative job insecurity ($r_{\text{German}} = .09, p < .01$; $r_{\text{French}} = .26, p < .01$). Additionally, qualitative and quantitative job insecurity are positively correlated ($r_{\text{German}} = .52, p < .01$; $r_{\text{French}} = .47, p < .01$). Region was

not significantly correlated with qualitative and quantitative job insecurity. Thus, the condition that the moderator should not correlate with the independent variable (Wu & Zumbo, 2008) is fulfilled.

/Table 1 about here/

Moderated hierarchical regression analyses

Hierarchical regression analyses for quantitative job insecurity are reported in Table 2 and, for qualitative job insecurity in Table 3. Table 2 (Model 1) shows that quantitative job insecurity is significantly negatively related to job satisfaction ($\beta = -.19, p < .01$) and positively to turnover intention ($\beta = .14, p < .01$). Thus, we found support for Hypotheses 1a and 1b.

Hypotheses 3 state that the relationship between quantitative job insecurity and job satisfaction (H3a) and turnover intention (H3b) is stronger in the French-speaking region (lower uncertainty avoidance practice) than in the German-speaking region (higher uncertainty avoidance practice). The results therefore do not support hypotheses 3a (see Table 2, Model 2). However, the interaction term of quantitative job insecurity and region for turnover intention is significant and negative ($\beta = -.06, p < .05$), indicating that the relationship between quantitative job insecurity and turnover intention is stronger in the French-speaking region where societal practice of uncertainty avoidance is lower. Thus, we find support for hypothesis H3b.

/Table 2 about here/

In plotting interactions, we follow the procedure proposed by Aiken and West (1991) and use values for quantitative job insecurity one standard deviation below and above the mean (see Figure 1). In order to examine further the interaction term statistically, we conducted simple slopes test. We found that the relationship between quantitative job insecurity and turnover intention was significant and positive in both regions. However, the positive relationship between

job insecurity and turnover intention was stronger for the French-speaking region ($\beta = .15, p < .01$) than for the German-speaking region ($\beta = .11, p < .05$).

/Figure 1 about here/

Table 3 presents the results of the analysis for qualitative job insecurity. Qualitative job insecurity has a significant and negative impact on job satisfaction ($\beta = -.31, p < .01$) and a significant and positive impact on turnover intention ($\beta = .22, p < .01$). Thus, we found support for Hypotheses 2a and 2b. The interaction term of qualitative job insecurity and region does not relate significantly to turnover intention ($\beta = .03, p > .05$). Thus, we found no support for H4b. However, the interaction term of qualitative job insecurity and region is negatively related to job satisfaction ($\beta = -.06, p < .05$). Thus, region does moderate the relationship between qualitative job insecurity and job satisfaction, such that the relationship is stronger for employees in the German-speaking region, where higher performance orientation is observed; this supports hypothesis H4a.

/Table 3 about here/

In order to visualize the moderation, we plotted values for qualitative job insecurity one standard deviation below and above the mean (see Figure 2). Results of the simple slopes test confirm that the relationship between qualitative job insecurity and job satisfaction was significant and negative in both regions. However, the negative relationship between job insecurity and job satisfaction was stronger for the German-speaking region ($\beta = -.34, p < .01$) than for the French-speaking region ($\beta = -.30, p < .01$).

/Figure 2 about here/

Discussion

The current study examined the relationship between quantitative and qualitative job insecurity and both job satisfaction and turnover intention in regions which differ in societal practices performance orientation and uncertainty avoidance. Using the conservation of resources theory, we argued that in a region where lower societal practice uncertainty avoidance is observed, the relationship between quantitative job insecurity and both job satisfaction and turnover intention is stronger. Additionally, we argued that in the region where higher societal practice performance orientation is observed, the relationship between qualitative job insecurity and both job satisfaction and turnover intention is stronger.

In our empirical analysis we used data from the German- and French-speaking regions of Switzerland, which differ in societal practices uncertainty avoidance and performance orientation (House et al., 2004). We found the following results: the relationship between quantitative job insecurity and turnover intentions was moderated by region in such a way that in the French-region where there is lower societal practice uncertainty avoidance, the relationship between a perceived threat of job loss and turnover intention is stronger than in the German-speaking region, where there is higher societal practice uncertainty avoidance. However, we did not find any moderation effect of the region on the relationship between quantitative job insecurity and job satisfaction. Thus, a perceived threat of job loss relates to job satisfaction in both cultural regions to the same extent.

For qualitative job insecurity the results were the following: the relationship between qualitative job insecurity and job satisfaction was moderated by region in such a way that the negative impact of a perceived threat of losing valued job features on job satisfaction was stronger in the German-speaking region, where higher societal practice performance orientation is observed. However, region did not moderate the relationship between qualitative job insecurity

and turnover intention. Thus, the perceived threat of losing valued job features relates to turnover intentions in both cultural regions to the same extent.

Our study adds to the existing literature in three ways. Firstly, this research suggests that relationships between both qualitative and quantitative job insecurity and employee attitudes may be different in regions differing culturally in terms of societal practices uncertainty avoidance and performance orientation. Although scholars have investigated the role of uncertainty avoidance in employee reactions to quantitative job insecurity (Debus et al., 2012), we enrich the current debate by exploring theoretically the role of performance orientation in employee reactions to qualitative job insecurity. Even though qualitative job insecurity has received less scholarly attention than its quantitative counterpart (De Witte et al., 2010), its significance for organizations should not be underestimated: while only some employees in downsizing organizations are severely affected by the actual threat of job loss, many employees face the threat of lower career prospects, lower pay, or less responsibility (Turnley & Feldman, 1998). Thus, compared to quantitative job insecurity, the impact of qualitative job insecurity on both workforce and organizations is likely to be even more severe. As qualitative job insecurity tends to explain more variance in the relationship between job insecurity and employee attitudes (Hellgren et al., 1999), from an organizational point of view, the cultural differences in response to qualitative job insecurity specifically seem to require more managerial attention. Indeed, scholars have recently focused increasingly on qualitative job insecurity as being an antecedent of important outcomes from an organization's perspective such as turnover intention and affective commitment (Vander Elst et al., 2014), organizational citizenship behavior (Stynen et al., 2013), or counterproductive work behavior (van den Broeck et al., 2014). Our study sheds new light on the correlates of qualitative job insecurity by incorporating comparative perspective using two regions differing in societal practice performance orientation.

However, our results in terms of quantitative job insecurity only partially support the findings of previous studies (Debus et al., 2012). Specifically, Debus and colleagues (2012) demonstrated a significant moderation effect of uncertainty avoidance on the relationship between quantitative job insecurity and job satisfaction. We found a significant moderation effect by region, only for the relationship between quantitative job insecurity and turnover intention, but not however, for job satisfaction. A plausible explanation for the lack of moderation effect for job satisfaction may be provided by the fact that our sample is from a country with low unemployment rates relative to other European countries (State Secretariat for Economic Affairs, 2012) and generous unemployment benefits (Federal Department of Home Affairs, 2013). Thus, employee reactions to quantitative job insecurity may be similarly buffered in both regions and in general be less severe than in countries with high unemployment rates. Given that employees are likely to revert to the most effective behaviors of alleviating stressful situations (Cheng & Chan, 2007; Hulin, 1991), the culturally driven differences in reactions to job insecurity may be observed for the most effective coping strategies. In an environment of low unemployment rates, employees may find new employment relatively quickly therefore looking for a new job seems to be the most effective coping strategy for quantitative job insecurity. Consequently, in a region where quantitative job insecurity is a more salient threat (i.e., with lower societal practice uncertainty avoidance) employees are more likely to demonstrate higher turnover intention.

Our results indicate that in the region where higher societal practice performance orientation is observed (House et al., 2004), the relationship between qualitative job insecurity and job satisfaction is stronger. Yet, we did not find support for a moderating impact of region on the relationship between qualitative job insecurity and turnover intention. Employees in the region with higher societal practice performance orientation (German-speaking region; House et al., 2004) experience lower job satisfaction when faced with qualitative job insecurity compared

to employees in the region with lower societal practice performance orientation (French-speaking region), but their turnover intention remains similar in both regions. One possible explanation for this finding is that in Switzerland, relatively long tenures are observed (Gerber et al., 2009).

Thus, as long as the continuance of the employment is not threatened (such as is in the case of quantitative job insecurity), employees are likely, in spite of low job satisfaction, to wait longer than in other countries before they make a decision to quit. Thus, it is likely that in Switzerland, withdrawal in the form of lowered job satisfaction may be the most effective coping strategy for qualitative job insecurity. Given that employees in regions with higher societal practice performance orientation are likely to revert to the most effective coping strategies, we do observe differences between regions in reactions to qualitative job insecurity in terms of job satisfaction, but not, as stated, turnover intention.

The second contribution of this study lies in the exploration of the role of performance orientation in employees' reactions to job insecurity. We argued that in regions with different levels of the cultural dimension performance orientation, employees react differently to qualitative job insecurity. As predicted, in the German-speaking region, where higher societal practice performance orientation is observed (House et al., 2004), the relationship between qualitative job insecurity and job satisfaction is stronger. Given that the results of the GLOBE study indicate positive but moderate correlations between the societal practices uncertainty avoidance and performance orientation (House et al., 2004), high performance oriented and low uncertainty avoidance cultures seem to incompletely overlap. Thus, by looking at high uncertainty avoidance cultures only, other workforces potentially sensitive to job insecurity may be overlooked. Therefore, our results complement cross-cultural research to date on reactions to job insecurity by indicating another cultural dimension - performance orientation which may shape the relationship between job insecurity and employee attitudes.

Thirdly, our study indicates that the value of resources in line with COR theory may differ across contexts. Halbesleben and colleagues (2014) highlighted that the influence of culture is “the area of COR theory that has not been adequately explored but is critically important to understanding the theory” (p.1342). COR theory has been applied in job insecurity literature (e.g., De Cuyper, Mäkikangas, Kinnunen, Mauno, & De Witte, 2012; Mauno, De Cuyper, Tolvanen, Kinnunen, & Mäkikangas, 2014) and scholars have argued that a job itself is a valued resource for employees. Yet, in this study, we have attempted to outline how cultural dimensions uncertainty avoidance and performance orientation may influence the threat of potential loss of job related resources. Specifically, we have argued that the value of the job itself and valued job features differ across cultural regions and, that this challenges the assumption that employment is valued in the same way by all employees. Thus, our study identifies regional differences in culture as boundary conditions of COR theory, in terms of the value of resources related to employment. Future research using COR theory could, instead of assuming universality of the resource value, incorporate the concept of a different value of resources across contexts.

Practical implications

This study suggests that the effort needed to maintain positive work attitudes in times of job insecurity may vary across culturally distinct regions. We argue that organizational changes that increase the perception of both quantitative and qualitative job insecurity, (e.g., downsizing, restructuring, mergers, or acquisitions), could be better received by employees in cultures low in societal practice performance orientation and high in societal practice uncertainty avoidance. Our research indicates that whereas the relationship between quantitative job insecurity and turnover intention is stronger in the French-speaking region where there is higher societal practice uncertainty avoidance, the relationship between qualitative job insecurity and job satisfaction is stronger in the German-speaking region where there is higher societal practice performance

orientation. Thus, this study provides managers in global organizations with guidance for identifying a workforce that may demonstrate negative work attitudes in response to practices leading to perceived qualitative and quantitative job insecurity. As work attitudes influence organizational performance (Judge, Thoresen, Bono, & Patton, 2001; Koys, 2006; Ostroff, 1992), such a finding is important for companies undergoing organizational changes in culturally different regions. For example, our results could help to plan and budget for losses attributed to lowered employee performance, possibly resulting from increased turnover or lowered job satisfaction.

Secondly, our findings suggest that organizations may need to differentiate the extent of supporting measures provided during global downsizing or restructuring in culturally different regions. As our results indicate, in the French-speaking region where there is lower societal practice uncertainty avoidance, more supporting measures may be required to prevent the negative outcomes of quantitative job insecurity. Additionally, our results suggest that in the German-speaking region where there is higher societal practice performance orientation, more supporting measures may be necessary to prevent negative outcomes of qualitative job insecurity. Significant research on employee reactions to restructuring provides clues as to what type of actions may be required. For example, managers could be coached in providing support and feedback (Swanson & Power, 2001). Organizations should attempt to manage the promises they have made to employees, to create a climate of fairness (Arshad & Sparrow, 2010), and make efforts to provide open and honest communication during organizational changes (Brockner, 1992; Liu & Perrewé, 2005).

Limitations and future research

The strength of this study lies in a large, representative data set with employees from different sectors and organizations and, additionally, the fact that this dataset has allowed us to

control for socioeconomic status (annual salary, supervisory position) in the context of similar social safety net. Yet, the findings need confirmation by comparing them with data from other countries that significantly differ in societal practice performance orientation. Specifically, we did not measure cultural dimensions in our study but used the results of the House and colleagues' (2004) GLOBE study. Although, we did not find significant differences between the samples from the two regions in terms of job insecurity dimensions, organizational changes, or demographics, some other differences between regions could contribute to our findings. Our study therefore provides only a limited test of the effects of societal practices performance orientation and uncertainty avoidance on employee responses to job insecurity. As a result, the generalizability of our results to other cultural regions is not assured.

Another limitation relates to the effect sizes of the moderating effects. Although the detected moderating effects for quantitative job insecurity are significant, the change in R^2 can be considered small ($\Delta R^2 = .003$). Field studies, however, tend to have more difficulties in detecting interactions compared to experimental designs (McClelland & Judd, 1993). Additionally, our moderator was operationalized by using two language regions in Switzerland as a proxy for cultural differences, because such a design allows aspects related to social safety net and legal environment to be controlled for. However, cultural differences in performance orientation and uncertainty avoidance between the two regions are not as prominent as between some countries (House et al., 2004). Thus, choosing more culturally distinct countries for the analysis may be more fruitful in detecting interactions with greater effect sizes. Another plausible explanation for the small moderation effect sizes may be related to the role uncertainty avoidance plays in response to job insecurity. Although we argued that responses to quantitative job insecurity are most likely influenced by societal practice uncertainty avoidance, reactions to qualitative job insecurity may also depend on this cultural dimension. For example, societal practice uncertainty

avoidance may influence reactions to the threat of pay cuts, one of the dimensions of qualitative job insecurity. Given that we observe adverse differences in societal practices uncertainty avoidance and performance orientation between regions, the two effects may overlap and thus weaken the moderating effects of region on responses to qualitative job insecurity.

Additionally, we would like to underline that this study has been realized in a context of (relative to other European countries) low unemployment rates and a high social safety net. Such a context obviously limits the generalizability of our findings. However, such a context also makes our findings potentially more conservative. Specifically, in countries with high unemployment rates, more severe reactions to job insecurity may be observed as job insecurity as such is likely to be perceived as greater threat (König et al., 2011).

Moreover, the cross sectional design of our study does not allow previous levels of job insecurity to be controlled for. Yet, as Hellgren and colleagues (1999) demonstrated, the impact of job insecurity on employee attitudes may have been overestimated. Thus, a longitudinal design is necessary in order to confirm our results. Additionally, as recent studies have investigated both quantitative and qualitative job insecurity as hindrance and challenge stressors (Staufenbiel & König, 2010; Stynen et al., 2013), future research could investigate if, in cultures with lower uncertainty avoidance and higher performance orientation practices, job insecurity functions more as a hindrance stressor than as a challenge stressor. Such a finding could explain why, in such cultures, the relationship between job insecurity and employee attitudes is stronger. Furthermore, as this is the first study investigating the impact of cultural dimensions on responses to qualitative job insecurity, it would be interesting to investigate whether or not societal practice performance orientation moderates the impact of qualitative job insecurity on outcomes other than employee attitudes such as well-being or health.

Conclusion

Drawing on COR theory, this study complements the comparative research on employee reactions to job insecurity by investigating qualitative job insecurity and by expanding the range of cultural dimensions examined so far. The results of this study suggest that reactions to qualitative and quantitative job insecurity may differ in culturally distinct regions. Specifically, we found that in the German-speaking region with higher societal practice performance orientation, the relationship between qualitative job insecurity and job satisfaction is stronger than in the French-speaking region. However, in the French-speaking region where there is lower societal practice uncertainty avoidance, the relationship between quantitative job insecurity and turnover intention is stronger than in the German-speaking region. This study shows that reactions to job insecurity may differ across cultural regions and thus contributes to comparative research on job insecurity.

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Table 1

Descriptive statistics and correlations.

	French-speaking		German-speaking		1	2	3	4	5	6	7	8	9	10	11	12
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>												
1 Job satisfaction	7.30	1.86	7.47	1.71	1	-.48**	-.18**	-.22**	.03	.01	.10	.08	.17**	.12*	-.06	-.09
2 Turnover intention	2.25	1.11	2.24	1.10	-.55**	1	.26**	.20**	.07	-.19**	-.13*	-.27**	-.12*	.01	.05	.21**
3 Quantitative job insecurity	2.17	1.00	2.07	.91	-.18**	.09**	1	.47**	.07	.09	-.02	-.07	.06	-.04	.11*	.08
4 Qualitative job insecurity	2.49	.87	2.55	.79	-.34**	.22**	.52**	1	.05	-.01	-.07	.00	-.05	-.07	.11	.03
5 Male	.55	.50	.55	.50	.05	-.04	.02	.05	1	.11	.13*	.09	.22**	.19**	-.13*	.04
6 Age	41.43	12.70	41.17	12.76	.10**	-.26**	.09**	.03	.05	1	.24**	.63**	.29**	.16**	.02	-.16**
7 Permanent contract	.85	.36	.87	.33	-.04	-.15**	.00	.00	.04	.38**	1	.15**	.17**	.16**	.03	.02
8 Tenure	10.60	10.73	9.50	9.49	.11**	-.23**	.01	.09**	.11**	.60**	.23**	1	.27**	.08	.03	-.18**
9 Annual salary	3.66	1.57	3.81	1.59	.13**	-.15**	.07*	.00	.19**	.35**	.24**	.24**	1	.32**	.07	-.30**
10 Supervisory position	.26	.44	.32	.47	.08*	-.10**	.00	-.07*	.20**	.18**	.18**	.12**	.31**	1	-.04	.11*
11 Unemployment rate: canton	4.14	1.08	2.48	.65	-.05	.01	.03	.02	-.01	.06	.04	-.03	.08*	.05	1	.03
12 Unemployment rate: sector	2.74	1.25	2.74	1.10	-.06	.05	.07*	.04	-.05	-.06	.10**	-.04	-.12**	.02	-.02	1

Note. n= 307 (French-speaking), n = 966 (German-speaking). Significance levels: ** $p < .01$, * $p < .05$. Correlations for French-speaking region above the diagonal and for German-speaking region below the diagonal.

Table 2

Standardized Regression Coefficients from Hierarchical Regression Analyses for Quantitative Job Insecurity

	<i>Job satisfaction</i>				<i>Turnover intention</i>			
	Model 1		Model 2		Model 1		Model 2	
Male	.01	(.03)	.01	(.03)	.02	(.03)	.02	(.03)
Age	.02	(.04)	.02	(.04)	-.13**	(.04)	-.14**	(.04)
Permanent contract	-.06	(.03)	-.06	(.03)	-.06*	(.03)	-.06*	(.03)
Tenure	.06	(.04)	.06	(.04)	-.12**	(.04)	-.12**	(.04)
Annual salary	.12**	(.03)	.13**	(.03)	-.06	(.03)	-.06	(.03)
Supervisory position	.05	(.03)	.05	(.03)	-.02	(.03)	-.02	(.03)
Unemployment rate: canton	-.06	(.04)	-.06	(.04)	.04	(.04)	.03	(.04)
Unemployment rate: sector	-.02	(.03)	-.02	(.03)	.06*	(.03)	.06	(.03)
Quantitative job insecurity	-.19**	(.03)	-.19**	(.03)	.14**	(.03)	.14**	(.03)
Region	-.01	(.04)	-.01	(.04)	.03	(.04)	.02	(.04)
Quantitative job insecurity x region			-.01	(.03)			-.06*	(.03)
ΔR^2			.000				.003*	
Total (adjusted) R^2	.063		.062		.096		.099	

Note. N = 1273; Values are standardized beta coefficients. Standard errors in parentheses. Significance levels: ** $p < .01$, * $p < .05$; ΔR^2 = changes in R^2

Table 3

Standardized Regression Coefficients from the Hierarchical Regression Analyses for Qualitative Job Insecurity

	<i>Job satisfaction</i>				<i>Turnover intention</i>			
	Model 1		Model 2		Model 1		Model 2	
Male	.02	(.03)	.02	(.03)	.02	(.03)	.02	(.03)
Age	-.01	(.04)	-.01	(.04)	-.11**	(.04)	-.11**	(.04)
Permanent contract	-.05	(.03)	-.05	(.03)	-.07*	(.03)	-.07*	(.03)
Tenure	.10**	(.03)	.11**	(.03)	-.16**	(.03)	-.16**	(.03)
Annual salary	.11**	(.03)	.11**	(.03)	-.04	(.03)	-.05	(.03)
Supervisory position	.03	(.03)	.03	(.03)	-.01	(.03)	-.01	(.03)
Unemployment rate: canton	-.05	(.04)	-.06	(.04)	.03	(.04)	.03	(.04)
Unemployment rate: sector	-.03	(.03)	-.03	(.03)	.06*	(.03)	.06*	(.03)
Qualitative job insecurity	-.31**	(.03)	-.31**	(.03)	.22**	(.03)	.22**	(.03)
Region	.02	(.04)	.02	(.04)	.00	(.04)	.01	(.04)
Qualitative job insecurity x region			-.06*	(.03)			.03	(.03)
ΔR^2			.003				.000	
Total (adjusted) R^2	.123		.126		.124		.124	

Note. N = 1273; Values are standardized beta coefficients. Standard errors in parentheses. Significance levels: ** $p < .01$, * $p < .05$; ΔR^2 = changes in R^2

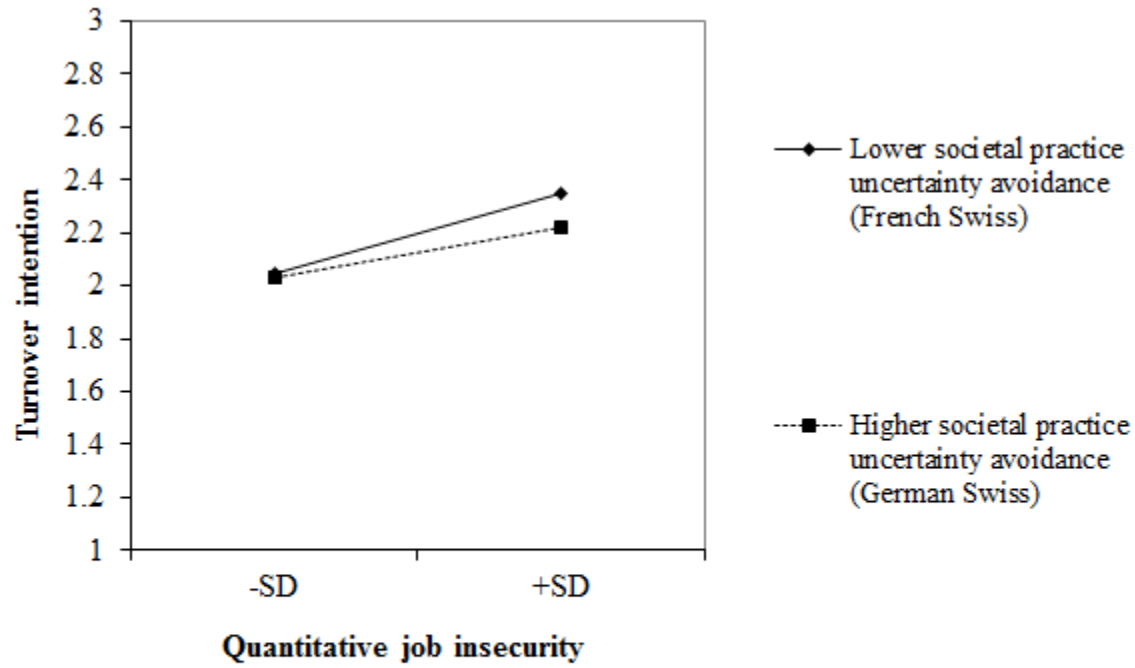


Figure 1. Interaction between quantitative job insecurity and region on turnover intention

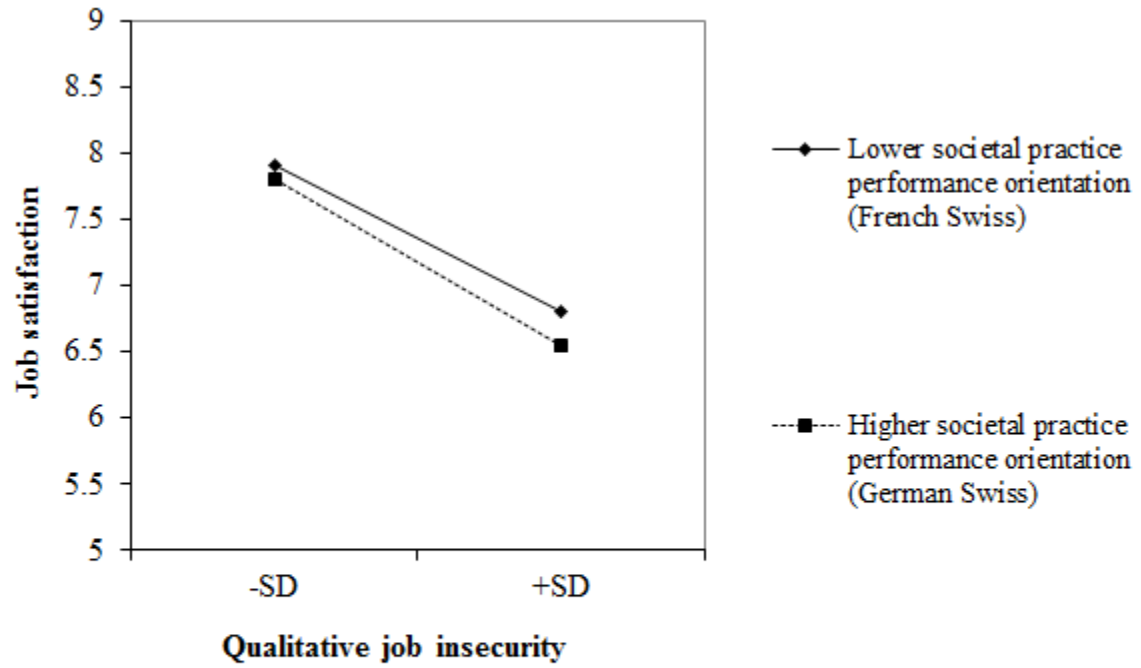


Figure 2. Interaction between qualitative job insecurity and region on job satisfaction