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Master Thesis

Thesis Master of Science

“The way you make me feel”

Exploring the relationship between LMX and Job Insecurity

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Abstract

Previous research has identified different antecedents that lead to job insecurity, such as organizational climate, type of employment, locus of control (Keim et al., 2014), self-esteem and role ambiguity (Shoss, 2017).

Although research on high-quality leader–member exchange (LMX) has demonstrated many beneficial effects, to our knowledge no research has to this date examined the extent to which high-quality LMX might attenuate the perceptions of felt job insecurity. Therefore, the current study investigates LMX as an antecedent to job insecurity. Furthermore, we examine the buffering impact of psychological contract breach (PCB), interactional justice (IJ), and self-efficacy (SE) on the relationship between LMX and job insecurity (JI).

The hypotheses were tested using survey data collected from 252 employees working in a Norwegian retail company. As predicted, job insecurity was related to LMX relationships. Hence, the quality of the dyadic relationship between leader and employee has a significant impact on the extent to perceived job insecurity. In addition, psychological contract acted as a mediating variable in the relationship between LMX and job insecurity. Interactional justice and self-efficacy however, had no mediating effect on the relationship. Practical implications for leadership behavior and developing high-quality LMX are discussed in light of today's pervasive job insecurity.

1. Introduction

In a globalized, competitive, and technological environment, employees' reactions towards change are inevitable for organizations to handle in order to enhance a competitive advantage (Walinga, 2008). Organizational change can be conceptualized as an organization's transition from one state to another (Lewin, 1951). Today, the business environment is in rapid change due to globalization, innovation, and new technology (Oreg & Berson, 2019). Unforeseen events also occur unexpectedly and stir the pot, as we saw with the pandemic in early 2020. Quarantining was implemented, businesses closed, commerce came to a halt, and the economic downturn was more severe than anticipated. Consequently, organizations were forced to change the nature of their strategy, practices and structure. Dramatic organizational shifts have marked the latter, frequently followed by large-scale layoffs (Schreurs et al., 2010).

Previous research shows that antecedents such as downsizing and restructuring are associated with perceptions of job insecurity (De Cuyper et al. 2010). Organizational change, in general, generates an increased sense of perceived job insecurity among employees and has significant ramifications for both employees and organizations. Job insecurity is a challenge to the continuity and stability of jobs (Shoss, 2017). In addition, job insecurity has been the subject of growing scholarly and public attention in the light of economic, technological, and political changes over the last few decades, which have left many employees uncertain about the future of their work (Benach et al., 2014).

Job insecurity is associated with a variety of individual and organizational predictors and outcomes. For instance, job insecurity might provoke negative attitudes towards the organization, poor health and well-being, and poor performance and workplace behavior (Cheng & Chan, 2008). According to previous research, the following factors influence perceived job insecurity on different levels: (1) the specific environmental and organizational conditions (e.g., organizational change and communication); (2) the individual and positional characteristics of the employee (e.g., age, gender, socioeconomic status); and (3) the employee's personality characteristics (e.g., an internal-external locus of control, self-efficacy, sense of coherence) (Greenhalgh & Rosenblatt, 1984; Klandermans, Van Vuuren and Jacobson, 1991). Positional variables, such as previous unemployment or temporary work contracts (Kinnunen and NaÈtti,

1994), personality factors (Roskies and Louis Guerin, 1990; Roskies, Louis-Guerin, and Fournier, 1993), and signs of risks, such as rumors of reorganization or changes in management, have typically been the strongest predictors (Smet et al., 2016).

Because of the high frequency of job uncertainty in today's workplaces (Shoss, 2017) and its many negative consequences both for the individual as well as the organization (Richter et al., 2020), understanding the causes of employee job uncertainty is crucial to successfully reducing it. However, the antecedents of job insecurity have received much less attention in the literature than its consequences (Shoss, 2017). The limited research on the triggers of job insecurity has primarily concentrated on the business climate, type of employment, and personal factors but has largely ignored the social dimensions of the workplace (Wang et al., 2019). This is an unfortunate omission since the social atmosphere can form and affect employee job stressors. The social environment at work of an employee is primarily made up of numerous interpersonal work relationships, the most important of which is arguably the relationship with one's leader (Shoss, 2017). A leader, as an authority figure, can influence how employees perceive their jobs and thus play an important role in influencing employee perceptions of job stability (Richter et al., 2018).

This study concentrates on the social environment and employee perceptions as predictors of job insecurity. In particular, we investigate how leadership influences the phenomenon of perceived job insecurity. The transition to change encompasses all parts of an organization, from its structure, resources, processes, and culture, to achieve the required output (Rees & Hassard, 2010). The quality of the relationship between a leader and an employee can be a predictor of job insecurity. When facilitating successful change processes, leaders often play a crucial role, as high-quality social exchange relationships between leader and employee may mitigate job insecurity perceptions. Leader-member-exchange (LMX) is a relationship-based approach to leadership, which indicates that effective leadership processes occur when leaders and employees are able to build high-quality relationships and thus gain access to the rewards and benefits these relationships bring (Graen & Uhl-Bien, M, 1995). Several studies have investigated the underlying mechanisms facilitating employees' perception of job insecurity and acceptance towards change (Marler & Fisher, 2013).

Parish et al (2008) found empirical evidence that indicates that the relationship between the leader and the employee plays a crucial role in shaping employees' perceptions. The support and involvement of the leader have been shown to have a positive effect on the leader-member relationship, minimizing negative employment experiences (Restubog et al., 2010).

Several studies have suggested that the leader-member relationship can predict job insecurity, although, to our knowledge, no research has yet validated this link. For instance, Hershcovis & Barling (2010) proposed that threats may be induced by poor relationships with supervisors through selection and/or perception mechanisms. Lawrence et al. (2013) proposed that high-quality relationships with a leader might shield employees from risk. In an integrative review and agenda for future research, Shoss (2017) argued that much more research is needed to fully map the antecedent space. Social exchange theories provide another lens through which to view job insecurity, namely as an imbalance in the exchange relationship between leader and employee (Shoss, 2017). Thus, when a high-quality relationship between leader and employee is established, the high level of social exchanges is likely to reduce the degree of perceived job insecurity. Thus, our research focuses on LMX and the dyadic exchange relationship between a leader and an employee, and examines whether and how it could be linked to employee job insecurity.

Furthermore, what mechanisms that determine how and why LMX affects job insecurity have yet to be identified in the research. In order to bring more nuance and depth to the study, we will also be examining the mediating effect of psychological contract breach, interactional justice, and self-efficacy on this relation. We expect these to have a positive influence. Job insecurity has been found to affect psychological contract breach, and subsequently, emotional exhaustion (Piccoli et al., 2015). Psychological contract breach has been found to mediate the relationship between job insecurity and counterproductive behavior. Since psychological contracts concern the socio-emotional exchange between leader and employee, we assume it to mediate the relationship between LMX and Job Insecurity. More specifically, when a follower perceives the relationship with the leader to be high-quality, they are less likely to experience a psychological contract breach and thus also reduced job insecurity.

Studies argue that employees use fair treatment to evaluate the nature of their relationship with their leader (Lind, 2001). Thus, it is likely to assume that high-quality social exchange relationships are associated with high levels of interactional justice. According to Van den Bos & Lind (2002), there is a strong connection between justice and uncertainty. Shoss (2017) proposed that a high-quality relationship with a leader, organizational communication, and organizational justice might promote perceptions of situational control by clarifying expectations and signaling that effort will be rewarded. Based on this, we expect interactional justice to mediate the relationship between LMX and job insecurity. So that once a high-quality relationship with a leader is established, job insecurity is reduced through the mechanism of perceived fair treatment. Jawahar et al. (2018) found significant support for occupational self-efficacy mediating the negative relationship between low-quality relationships and counterproductive behavior. We are curious to examine whether self-efficacy mediates the relationship between LMX and job insecurity. We assume that a high-quality relationship with a leader will reduce job insecurity through the mechanism of perceived confidence and support from the leader.

Hence, the contributions of this study are twofold. First, our research adds to the job insecurity literature by gaining further insights into the antecedents of job insecurity, in order to identify effective interventions designed to mitigate job insecurity perceptions among employees. Second, the study extends the LMX literature by investigating its role as a predictor of job insecurity, directly and through the mediating effects of psychological contract breach, interactional justice and self-efficacy. To our knowledge, we investigate unexplored mechanisms of the effect of the social environment on employee perceptions of job insecurity. We assume that recognizing employees' perceived job insecurity in relation to an extended model of LMX will add practical value for employees, leaders, and organizations. Understanding the relationship between various social and relational aspects and perceptions of job insecurity will enable leaders and organizations to better understand which behaviors to encourage in order to achieve desired results. To summarize, our Master Thesis aims to contribute with research for preventive measures to reduce job insecurity in similar situations in organizations in the future.

1.1 Research question

The purpose of our thesis will be to investigate the following question:

“Does the quality of the relationship that employees have with their leader influence job insecurity, and if so, what are the potential underlying mechanisms?”

2. Literature review

2.1 Job Insecurity

After reviewing previous definitions and criticism, Shoss (2017) defined Job insecurity (JI) as “a perceived threat to the continuity and stability of employment as it is currently experienced.” Previous research shows that the term job insecurity is used in various ways, which poses a challenge for a clear conceptualization of the construct (Shoss, 2017). Job insecurity has been identified among the most severe work stressors (Sverke et al., 2006), with crucial negative individual and organizational outcomes such as damaging health and counterproductive work behavior (CWB) (Cheng & Chan, 2008). Some researchers divide job insecurity into quantitative and qualitative job insecurity, and others focus on job insecurity as a global and broader construct. With this regard, quantitative job insecurity denotes perceived threats to the job as a whole (De Witte, 1999; Sverke et al., 2002), whereas qualitative job insecurity denotes perceived threats to features of the job, in particular, “threats of impaired quality in the employment relationship” (Hellgren et al., 2010). This definition includes key elements from the existing definitions and omits other elements to distinguish job insecurity from potential antecedents, moderators, and outcomes (Shoss, 2017). It points to several core elements. First, job insecurity is a subjective experience (De Witte, 1999). This focuses on “perception” and explains why two employees in the same objective situation may experience different levels of job insecurity (Van Vuuren et al., 1991). Job insecurity exists on a continuum from insecure to secure, depending on their perceptions of whether the continuity and stability of their jobs are threatened (Shoss, 2017). Second, the notion of “threat” highlights that job insecurity is a future-focused phenomenon. It reflects a forecast about a potential loss at some point in the future (Shoss, 2017).

Thus, it is the study of how people perceive and respond to visualized potential loss of anticipated opportunities or the job as a whole. Job insecurity may emerge even in seemingly unthreatened job situations.

Job insecurity has been repeatedly linked with negative outcomes, both on an individual and organizational level (Shoss, 2017). Given that job insecurity reflects a perception of the present job being at risk, this subjective experience is likely to have a strong psychological impact. Several studies indicate that job insecurity is associated with a decrease in general well-being (Sverke et al., 2002). This decrease in well-being will in the long run also have consequences for the vitality of the organization itself (Sverke et al., 2002). “Workers react to job insecurity, and their reactions have consequences for organizational effectiveness”, as Greenhalgh and Rosenblatt (1984, p. 438) phrased it.

Despite the fact that job insecurity is a perceptual phenomenon, these perceptions are usually a response to technological and other changes in the business environment (Klandermans et al., 2010). Debus et al. (2014) found that personality traits such as negative affectivity and locus of control explained nearly double the amount of variance in job insecurity perceptions, than company performance and contract type. Although it is reasonable to anticipate finding person-environment interactions, the evidence so far is inconclusive (Debus et al., 2014). The general premise is that environmental conditions cause threats, whereas individual qualities cause increased awareness in the face of these threats. However, Shoss (2017) argues that more research is needed to examine the extent to which various antecedent conditions indeed operate in such a manner. Hence, our purpose is to investigate LMX as an antecedent to job insecurity, and the potential underlying mechanisms mediating this relationship.

2.2 LMX

LMX theory is a relationship-based approach to leadership, focusing on the quality of the relationship that develops between a leader and a follower (Gerstner et al., 1997). LMX theory is based on the idea that leaders frequently interact differently with different followers (Graen and Uhl-Bien., 1995). There may be a high level of personal involvement, trust, and long-term investment with some followers. Others may have less investment and trust, as well as more formal, quid

pro quo transactions. Both of these exchange relationships are theoretical underpinnings of the social exchange theory (SET) (Blau, 1964), on which the LMX theory has grown increasingly reliant as a theoretical framework. The LMX theory arose from a 1975 study that sought to question two assumptions common in contemporary leadership research (Dansereau et al., 1975). First, followers under the same leader are homogeneous enough to be considered a single group, and second, leaders appear to treat all of their followers equally. Dansereau et al. (1975) contended that a leader's interactions with each of his or her followers may vary significantly and that each dyadic relationship is unique (Northouse, 2016). According to this viewpoint, leaders' relationships with their work units were viewed as a collection of dynamic vertical dyads rather than a single top-down relationship. Dansereau et al. (1975) discovered that leaders construct two forms of vertical dyads by psychologically segregating their followers into an in-group or an out-group. The intensity of social exchange represents the quality of the LMX relationship. In-group followers are in constant contact with their leader. They are often given detailed and comprehensive details, as well as opportunities to negotiate their positions. Furthermore, their relationship with their leader is defined by mutual confidence, respect, and duty (Graen & Uhl-Bien, 1995).

On the other hand, out-group followers have less interaction with their leader, are less involved in taking on new and different roles, and are less engaged in the LMX relationship than in-group followers (Northouse, 2016). They are prone to doing just what is needed by their job description and putting in no extra effort (Graen & Uhl-Bien, 1995). Out-group relationships are usually characterized as low-quality, with transactional or economic components. The central concept of the theory is that effective leadership processes occur when leaders and followers develop mature relationships and thus gain access to the benefits it brings (Graen & Uhl-Bien, 1995). A quality relationship built on trust, respect, and mutual obligation between leader and employee (Graen & Uhl-Bien, 1995), has proven to be a valuable predictor when studying linkages between leadership processes and outcomes on an individual, group, and organizational level (Gerstner & Day, 1997). Much research has been conducted to determine how various quality LMX relationships contribute to employee outcomes (e.g., Buch et al., 2018; Dulebohn et al., 2012; Gerstner & Day, 1997; Kuvaas et al.,

2012). High-quality LMX, for example, has been shown to be positively related to job performance, organizational behaviors, job satisfaction (Harris et al., 2009), work engagement (Atwater & Carmeli, 2009), task consistency, and sense of fairness (Furunes et al., 2015). Furthermore, it has been linked to negative outcomes such as turnover intention (Atwater & Carmeli, 2009), job insecurity, stress, and negative affectivity (Furunes et al., 2015). In other words, the advantages of high-quality exchange relationships are well-known. LMX relationships evolve and adapt over time, and as followers spend more time working with their leader, they are more likely to move from the out-group to the in-group (Liden et al., 1997).

Kuvaas et al. (2012) conceptualized LMX as two qualitatively different relationships, labeled economic LMX (ELMX) and social LMX (SLMX), intending to develop a measure that more coherently reflects social exchange theory. According to social exchange theory, team members are willing to share more knowledge with one another due to the reciprocity motive stimulated by high-quality exchange relationships with their leader. Social LMX relationships are distinguished by a high level of trust and long-term investment, which results in reciprocal obligations, a sense of being cared for by the other, and an anticipated mutuality in exchanges (Shore et al., 2006). In contrast, economic LMX relationships are more formal and instrumental, and there is less interpersonal confidence that the other will fulfill future responsibilities, making transactions between them more quid pro quo (Kuvaas et al., 2012). Thus, employees who have a stronger sense of social exchange will be more prosocially motivated – that is, they will feel a more outstanding obligation to reciprocate the benefits and support received by engaging in behaviors that go above and beyond the minimum requirements for employment. Differentiating between social and economic LMX has implications for understanding and measuring the phenomenon since the two leadership styles should be viewed as distinct dimensions rather than opposing poles on a single continuum (Andersen et al., 2020).

Despite the fact that LMX has been the subject of considerable leadership study, issues with the construct have been discovered and made it more difficult to trust conclusions based on the construct and its measures (Gottfredson et al., 2020). The specific issues range from conceptual issues, to measurement issues, to

modeling issues. Collectively, they may indicate that LMX is not a valid construct and, as such, it is incapable of serving the needs it has traditionally served and advance leadership theory and practice in significant or meaningful ways (Gottfredson et al., 2020). However, moving away from LMX would leave an obvious hole. Hence, a clearer conceptualization, more valid measures, as well as more appropriate research methods are needed in order to establish valid and generalizable findings. These generalizations could then advance both theory and practice associated with leader-follower relationships. As a result, the rate of theoretical improvement in the area of leader-follower relationships will accelerate, new avenues for methodological advancement will open up, and new waves of empirical research will have substantial practical consequences for leaders and organizations (Gottfredson et al., 2020).

2.3 LMX as an JI antecedent

Social aspects of the work environment have been far less explored in the literature when compared to other variables such as economic conditions, type of employment, and personal factors (Wang et al., 2019). This omission represents a gap in the literature as social environments may shape and influence work stressors such as perceived job insecurity (Wang et al., 2019). LMX may be involved in shaping an employee's level of job insecurity (Wang et al., 2019). Through a balanced social exchange between a leader and an employee, based on the norm of reciprocity, mutual trust and knowledge sharing might help reduce perceived job insecurity. Thus, high-quality exchange relationships with their leader might act as a buffering effect during times of job insecurity (Ma et al., 2019).

In light of conservation of resources theory (COR), employees may view an enriched relationship with their leader as a valuable resource that improves the effects of stress and uncertainty that accompanies job insecurity (Probst et al., 2016). A central tenet in COR theory is that the threat of resources causes strain (De Witte et al., 2016). In line with this definition, stable employment has been classified as a COR resource, as it serves as a means for survival and enables the acquisition of other resources (Tomas et al., 2019). Accordingly, job insecurity represents a perceived threat, as it threatens present employment and the

associated resources (De Witte et al., 2016). To what extent one can counteract or cope with the perceived threat is dependent on available resources. Hence, those who possess fewer resources may experience higher levels of job insecurity (Tomas et al., 2019).

Previous research has suggested that social support (e.g., leader support) can buffer the relationship between stressors and strains (Keim et al., 2014), including stressors such as job insecurity (Schreurs et al., 2012). Existing research on LMX suggests that the quality of the relationship can serve as a form of social support in minimizing negative employment experiences (Restubog et al., 2010). In O'Neill and Sevastos' (2013) qualitative study, participants reported that they felt insecure about the future of their jobs when they perceived that their leader was avoiding them and excluding them from relevant workplace conversations (Shoss, 2017). Wang et al. (2019) found that high LMX quality may reduce employee feelings of job insecurity by giving them a sense of organizational insider status. This indicates that in order to reduce one's job insecurity, it is crucial to build high-quality relationships between employee and leader. Another study conducted at Göteborgs University (2018) found that organizational factors such as job insecurity might weaken a leader's positive influence despite high-quality exchange relationships. Their findings indicate that organizations need to develop strategies for helping employees deal with their job insecurity experiences.

Based on this, it is likely to believe that the quality and type of relationship that employees have with their leader serves as a predictor for the perceived degree of job insecurity. We expect the high level of trust, long-term investment, and reciprocal obligations to have a reassuring effect on the employee in terms of lower levels of job insecurity. Hence, this thesis will examine whether and through which mechanisms LMX, the dyadic exchange relationship between leader and member, is related to job insecurity. We hypothesize a negative relationship between LMX and job insecurity, such that employees reporting a high-quality relationship to their leaders report less job insecurity than those who report a low-quality relationship.

Building on this theoretical line of reasoning and other empirical studies arguments above we propose that:

H1: Follower LMX is negatively related to Job Insecurity.

2.4 Psychological Contract Breach

The psychological contract is characterized as "individual beliefs formed by the organization concerning the terms of an exchange arrangement between individuals and their organization" (Rousseau, 1995 p.9). Therefore, a psychological contract is distinct from the broader contract of expectations (Robinson, 1996). Theoretically, it can be explained by social exchange theory and the norm of reciprocity (Blau, 1964; Gouldner, 1960). Two parties are willing to exchange with each other for valuable resources to establish a balanced exchange relationship based on the norm of reciprocity (Ma et al., 2019). A psychological contract's promissory expectations are "just those expectations that emanate from perceived implied or explicit commitments by the employer" (Robinson, 1996, p. 575). Unlike formal or implied contracts, the psychological contract is fundamentally perceptual, and thus one party's interpretation of the contract may not be shared by the other. Psychological contracts, which include perceived responsibilities, must be differentiated from expectations, broad assumptions held by employees regarding their job and the organization (Robinson, 1996). Psychological contracts include assumptions about what employees believe they are entitled to or should obtain due to commitments made by their employer to provide certain items (Robinson, 1996). As a result, only assumptions arising from the employer's perceived implicit or explicit promises are included in the psychological contract.

A psychological contract breach (PCB) can be described as the employee's understanding of the degree to which the company has failed to meet its commitments or obligations (Robinson et al., 1994). Employees' actions and attitudes are influenced by their assumption that a breach has occurred, regardless of whether that belief is correct or whether an actual breach occurred (Robinson, 1996). A psychological contract breach is a subjective experience based not only on the employee's behavior or inactions but also on an individual's interpretation of certain actions or inactions within a specific social context. Thus, the experience of psychological contract breach should be determined by social and psychological factors particular to the employment relationship in which it occurs (Morrison et al., 1997).

2.4.1 The mediating effect of Psychological Contract Breach

The first mediator introduced in this study is psychological contract breach, suggesting that it functions as one mechanism within high-quality LMX that reduces perceived job insecurity. Psychological contract concerns the employment relationship and involves the socio-emotional exchange, with job security in exchange for loyalty as core elements (Cuyper et al., 2006). Hence, in the case of high job insecurity, the exchange relation may be regarded as being out of balance or unfulfilled by the organization (Piccoli et al., 2015). Since the introduction of psychological contract theory, job security has been identified as an important aspect of the leader-member exchange relationship (Shoss, 2017). According to psychological contract theory, job insecurity represents a breach of the relational psychological contract, in which employees exchange loyalty and commitment for security and other socioemotional benefits. Shore & Tetrick (1994) argued that one function of the psychological contract is to reduce insecurity, since not all aspects of the relationship between the leader and employee can be written into a formal contract. Employees tend to view job insecurity as a signal of them not being valued or invested in for a long-term relationship (Liu et al., 2017). This might trigger a psychological contract breach. Robinson et al. (1994) found a decrease in organizational commitment when a psychological contract breach occurs due to the employees being less likely to identify with the organization. Göteborgs University (2018) found a robust negative relationship between psychological contract breach and LMX, indicating that employees reporting higher LMX perceive lower levels of a breach.

Previous research has also provided evidence for the relationship between psychological contract breach and job insecurity (Piccoli et al., 2015; Ma et al., 2019). Piccoli et al. (2015) found that job insecurity first affects psychological contract breach and subsequently emotional exhaustion. Another study found that psychological contract breach plays a partially mediating role in the relationship between job insecurity and counterproductive behavior (Ma et al., 2019).

Such findings pave the way for the probability that employees with a low-quality exchange relationship with their leader more easily experience a psychological contract breach, consequently increasing job insecurity. One particularly important aspect of the psychological contract is trust. Trust is a social construct that influences each party's actions toward the other in relationships and

contracts (Robinson, 1996). As a result, the parties in a high-quality social relationship have mutual trust in each other's ability to fulfill their obligations, which may help employees cope with job insecurity. Thus, we expect the quality of the relationship with the leader to either increase or decrease the employees' degree of job insecurity, depending on the level of mutual trust or perceived psychological contract breach. Thus, this thesis will investigate the mediating role of psychological contract breach on the relationship between LMX and job insecurity.

Building on this theoretical line of reasoning and other empirical studies arguments above, we propose that:

H2: Psychological contract breach mediates the relationship between follower LMX quality and Job Insecurity.

2.5 Interactional Justice

Organizational justice has been of growing interest in the research field as it can be linked directly with the employees' attitudes in organizations. Organizational justice can be conceptualized as the organization's behavior and how the employees are affected by decisions and processes that the organization makes (Roch & Shanock, 2006). Decision outcomes, decision processes, and characteristics of the decision maker and decision receiver are all antecedents of justice within organizations. Employee performance, satisfaction, and trust, as well as counterproductive behavior, attitudes, and emotions, are all outcomes of justice perceptions (Cohen-Charash & Spector, 2001).

Researchers tend to categorize organizational justice in different types (e.g. distributive, procedural and interactional justice). We consider interactional justice relevant in the relationship between LMX and job insecurity. Interactional justice (IJ) is referred to as perceived fairness by the employee, and is often related to the interpersonal treatment given by authorities (Greenberg, 1987). Feedback and honesty, and including employees in the decision-making process are crucial (Zhang et al., 2014). Thus, interactional justice perceptions are strengthened by respectful and honest treatment of individuals, integrity and sensitivity to others and their needs (Colquitt, 2001). According to Colquitt (2001), interactional justice can be distinguished into two types of justice:

interpersonal and informational. Interpersonal justice refers to the sensitivity in which a negative news recipient is treated in terms of politeness and dignity. Informational justice refers to whether or not the authority provided an adequate explanation and rationale for the decision.

2.5.1. The mediating effect of Interactional Justice

Our second mediator is interactional justice, suggesting that it works as another mechanism within a high-quality relationship between leader and employee, that eventually reduces perceived job insecurity. The positive role of organizational justice has already been identified in the layoff and downsizing context (Brockner, 1990). If employees' perception of justice is perceived as fair, they will show the positive effects of justice regarding gratitude, respect, and understanding toward the organization (Piccoli et al., 2011). Furthermore, empirical evidence demonstrates that fair treatment has positive effects on organizational outcomes such as enhanced job satisfaction and commitment (Masterson et al., 2000) and facilitates an acceptance of company policies (Greenberg, 1994). Moreover, recent studies argue that employees use fair treatment to evaluate the nature of their relationship with their leader (Lind, 2001). According to Huang et al. (2012), employee involvement and communication influence the level of cognitive job insecurity. Thus, a high-quality social exchange relationship between a leader and a follower may be associated with interactional justice, in which employees want to reciprocate similar actions toward their leader and organization. Jimmieson et al. (2004) found that employees who perceived higher levels of change-related information in the early phases of the regionalization process of a state government department reported higher levels of psychological well-being and job satisfaction. It is likely to assume that the in-group followers have access to more information, which might work as a resource that reduces job insecurity. Based on the tenets of COR theory, Campbell et al. (2013) proposed that justice increases perceived support and that employees link that support to their leader. Their findings underscore the importance of distributing resources as a salient source of interactional justice through day-to-day support.

However, the out-group followers might experience a lack of interactional justice and thus higher levels of job insecurity. According to Van den Bos & Lind (2002), there is a strong connection between justice and uncertainty, and they argue that fair treatment provides employees to better cope with uncertainties that arise. However, job insecurity, viewed through the justice theory, reduces the benefits employees receive for their effort and may be perceived as unfair (Piccoli et al., 2015; Shoss 2017).

Bhal (2006) found that the relationship between LMX and employee behavior is mediated through perceived interactional justice. The characteristics of LMX may have similarities with the characteristics of interactional justice. However, to what degree interactional justice plays a mediating role in the relationship between LMX and job insecurity is yet to be explored. We expect the quality of the relationship with the leader to explain the variance of perceived interactional justice, which will determine job insecurity. One plausible explanation is that employees with high-quality relationships with their leaders have greater access to information, which is critical for fear of losing their job. Hence, employees reporting high-quality relationships are likely to experience high levels of interactional justice and low levels of job insecurity. However, those reporting low-quality relationships are likely to experience a lack of interactional justice and high levels of job insecurity. The underlying psychological mechanisms that will be investigated in this study are how fairly the employees perceive their leader to be treating them (Interpersonal Justice) and their perspectives on whether they receive sufficient information (Informational Justice).

Thus, our Master Thesis examines the mediating role of interactional justice in the relationship between LMX and job insecurity.

H3: Interactional Justice mediates the relationship between follower LMX quality and Job Insecurity.

2.6 Occupational Self-Efficacy

The term "self-efficacy" (SE) is derived from the social cognitive theory of self-regulation (Bandura, 1991). Bandura described perceived self-efficacy as "an individual's confidence in his/her abilities to perform a job and master various job-

related challenges successfully" (Schyns and von Collani, 2002, cited in Tomas et al., 2019). In other words, it refers to a person's confidence in their ability to succeed in a given situation or job. Bandura contends that perceived self-efficacy has significant implications for the activities that people want to perform since humans, in general, try to avoid tasks that are considered to be beyond their coping ability (Bandura, 1982). Self-efficacy assessment also influences how long people persevere in the face of adversity. According to Bandura (1991), those who have a strong sense of self-efficacy have greater confidence in their ability to overcome obstacles and, as a result, would put in more effort to overcome them (Bandura, 1991).

Self-efficacy can be viewed as a personal resource in the organizational context (Rigotti et al., 2008), and high self-efficacy is thought to affect organizational performance. As Bandura (1977) pointed out, it is crucial to define the role being tackled when assessing self-efficacy. This is based on the concept of specificity matching, which states that both the indicator and the criterion should have the same degree of specificity (Bandura, 1991). Only then it is possible to obtain a good prediction of the concept. This is addressed by the principle of occupational self-efficacy, which treats self-efficacy as a domain-specific assessment. It is described as "the confidence a person has in his or her ability to complete the tasks involved in their job" (Rigotti et al., 2008). Due to its potential to predict job-related outcomes, such as job satisfaction and job performance, self-efficacy has been central to organizational research (Çetin & Aşkun, 2018).

2.6.1 The mediating effect of Self-Efficacy

The third mediator proposed in this study is self-efficacy, suggesting that it works as a mechanism once a high-quality relationship is established, that has a buffering effect on and reduces levels of perceived job insecurity. According to social learning theory, employees gain confidence in their talents and enhance their behavioral and motivational patterns through modeling and verbal persuasion by, for instance, a leader (Bandura, 1991).

Self-efficacy has also been demonstrated to increase employee perseverance and willingness to overcome challenges (Bandura, 1997).

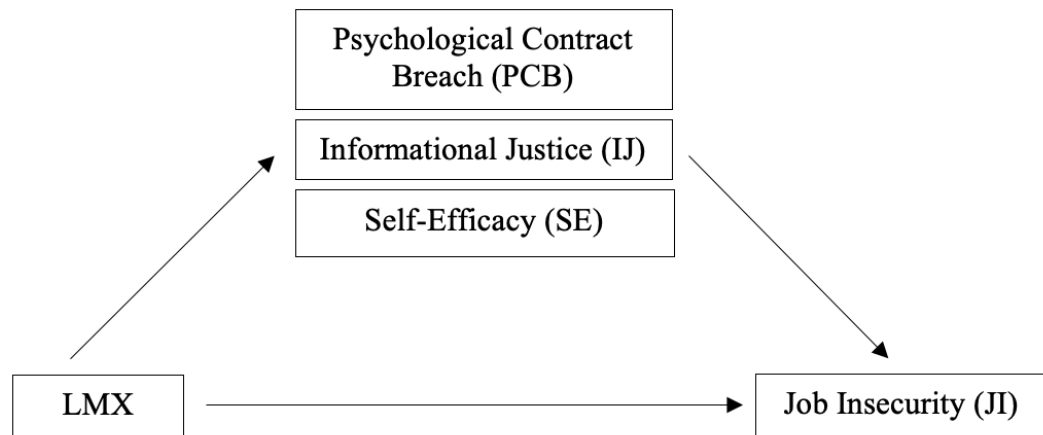
Arnold et al. (2000) discovered that empowering leadership increases employees' feelings of self-efficacy and control. More specifically, leaders can influence employees' levels of self-efficacy by providing positive emotional support, encouraging words, and persuading them (Arnold et al., 2000). Thus, a high-quality relationship with a leader is likely to be associated with occupational self-efficacy as emotional support, words of encouragement, and positive persuasion boost their confidence in their own abilities and lower cognitive costs such as job insecurity.

Holmgren et al. (2017) categorized self-efficacy as an internal COR resource, as it provides the employee with feelings of competence and facilitates the acquisition of additional resources. Thus, it might serve as a buffering effect and a resource that mediates the relationship between LMX and job insecurity (Tomas et al., 2019). Jawahar et al. (2018) proposed that low-quality relationships inhibit occupational self-efficacy, which in turn elicits counterproductive performance. They found significant support for occupational self-efficacy mediating the negative relationship, but only for average and long-tenured leader-member relationships (Jawahar et al., 2018).

These findings indicate that low occupational self-efficacy, following from low-quality LMX relationships, might increase job insecurity. We expect the frequent interaction, social support, and encouragement that unfolds through high-quality relationships with the leader to increase employees' level of confidence in their own capabilities. This position may boost employees' perceptions of their value as a resource, reducing job insecurity. However, employees with low-quality relationships with their leader might, as a result of less interaction and support, feel less valuable and more vulnerable to losing their jobs. Based on this, we expect employees reporting high-quality with their leader to experience higher levels of self-efficacy and thus lower levels of job insecurity.

This thesis will investigate the mediating role of occupational self-efficacy on the relationship between LMX and job insecurity.

H4: Occupational Self-efficacy mediates the relationship between follower LMX quality and Job Insecurity.

Our proposed research model

3. Research methodology

3.1 Research design

We have chosen a quantitative approach with a cross-sectional research design (Beach & Pedersen, 2016). Bryman and Bell (2011, p. 53) characterize a cross-sectional design as "the collection of data on more than one case and at a single point in time to collect a body of quantitative or quantifiable data in connection with two or more variables, which are then analyzed to identify patterns of association." The main concerns of quantitative research, such as measurement, causality, generalization, and replication (Bryman & Bell, 2015), are aligned with the nature of our Master Thesis and the insights we aimed to achieve. According to Bryman and Bell (2015), quantitative research is concerned with human behavior, and this method allows for further explorations of the linkages between variables. As our study primarily focuses on the cause and effect of job insecurity among employees in the company, we considered the quantitative approach to be the most suitable.

3.2 Sample and procedure

A cross sectional design includes researching more than one case and collects data at a single point in time, with more than two variables (Bryman & Bell, 2015).

This present thesis administered a survey to both leaders and employees in different areas of the organization. Cross-sectional design allows one to observe patterns of interaction between the given variables and provides additional replicability opportunities. The data was gathered using an electronic questionnaire created in Questback.

We collected our data in a Norwegian retail company, which has been significantly affected and forced to restructure multiple times the following year. The respondents were employees located in Norway and Sweden. We conducted a quantitative survey research model that contained a structured questionnaire in Norwegian. The questionnaire was administered through the web-based tool Questback, which we got access to as this is the company's preferred platform. The company often uses this tool to gather feedback from employees, making it convenient and familiar for the informants in this study.

The survey was distributed to 320 employees from Norway and Sweden, and was expected to collect data on job insecurity, LMX, psychological contract breach, interactional justice and self-efficacy. Out of the 320 employees we received a total of N=252 responses, and thus a response rate of 72%. The sample contained roughly 59.8% percent women and 40.2 % men. The majority of the employees are between 30-39 years old and have worked in the organization for 0-5 years. In addition, 83.4 % of the respondents are located in Norway, whereas the rest are located in Sweden. As mentioned, as this industry has been sufficiently affected, several companies have been forced to restructure and this is clearly seen in our results as 51.8 % of the respondents have experienced a change of their leader. Lastly, 30.6 % of the respondents were leaders and 69.4 % employees.

3.3 Measures

Each variable was measured on a seven-point Likert scale ranging from 1 (Strongly disagree) to 7 (Strongly agree). The total of items was 41, and we calculated about 10 minutes to complete the survey. The first section included

demographic questions such as age, gender, tenure with the current leader, and whether they had been temporarily laid-off or not. The survey was sent out through Questback by mail to all employees at the office.

Occupational Self-efficacy. For the measurement of occupational self-efficacy, we used the Norwegian version of the General Perceived self-efficacy scale, a ten-item scale developed by Røysamb et al. (1998). One of the sample items was "I can remain calm when facing difficulties in my job because I can rely on my abilities." For occupational self-efficacy, Cronbach's alpha was valued at .85.

LMX. For the measurement of LMX, we used LMX7 developed by Graen and Uhl-Bien (1995) and translated by Furnes et al. (2015). One of the sample items was "I do work for my leader that goes beyond what is specified in my job description." For LMX, Cronbach's alpha was valued at .93.

Interactional Justice. In order to cover Interpersonal justice, we translated and measured interpersonal justice with four questions developed by Bies & Moag (1986), with one of them being "Has (he/she) treated you with respect?". Informational Justice was measured with five questions developed by Shapiro et al. (1994) and translated and customized into questions such as "Has (he/she) been candid in (his/her) communications with you?". For interactional justice, Cronbach's alpha was valued at .94.

Job Insecurity. Job insecurity was measured by a four-item scale developed by Borg (1992) and translated into Norwegian. One of the sample items was "I believe that company X will need my competence also in the future." For job insecurity, Cronbach's alpha was valued at .93.

Psychological contract breach. Psychological contract breach was measured with a five-item scale developed by Robinson & Morrison (2000). The sample items were translated into Norwegian and included, "I believe my leader has followed through on the commitments made when I was employed." For Psychological Contract Breach, Cronbach's alpha was valued at .91.

All of the variables had values higher than the recommended cutoff at .70 (Pallant, 2016), indicating that they are sufficiently reliable and firmly rooted in theory. We decided to proceed with analyses as planned without deleting items or otherwise manipulating the scales.

3.4 Demographics and control variables

In order to provide a description of the participants contributing to the study and to control the sociodemographic differences that may influence the results, the respondents were asked questions about their demographics as it is essential to establish how demographic differences influence individual responses to job insecurity. Previous studies argue that older employees tend to perceive themselves as less employable when comparing themselves to younger counterparts (Peeters et al., 2016). Additionally, recent studies have indicated that young individuals self-report higher employability than the elders (Peeters et al., 2016). Age was included to discover possible differences between employees of different stages of job insecurity.

The respondents were asked about their workplace location (Norway or Sweden), as this was previously found to be related to how job insecurity is perceived. Norwegian employees tended to show lower levels of affective job insecurity than the Swedish employees, as expected considering Norway's low level of unemployment and strict EPL (employment protection legislation) (Vulkan et al., 2015).

Length of employment was included as a control variable as we hypothesize that employees with the shortest and longest employment will experience higher levels of job insecurity. One usual assumption is that recently hired employees are more likely to be laid-off during times of downsizing. Additionally, it is likely to assume that employees close to retirement age are more afraid of becoming unemployed and thus experience higher levels of job insecurity.

Moreover, recent research argues that temporary layoffs identify factors that influence the work behaviors and attitudes of those not laid off, the layoff "survivors" (Brockner et al., 1992). The retail company we collected data from was forced to lay off approximately 350 employees last March temporarily and offered redundancy packages to over 100 employees in August. Hence, we were interested in examining whether the layoff "survivors" felt more or less secure about their job due to the current situation with COVID-19.

3.5 Research ethics

There are ethical considerations to take into account when collecting data (Johannessen et al., 2016). Kvale and Brinkmann (2009) identified four major factors that should be applied to attain high ethical standards throughout a research study: informed consent, consequences, confidentiality and the researchers' role. Gaining informed consent from people is regarded as a central element of ethical conduct of research (Crow et al., 2006). The principle of informed consent requires that participants in a study are provided with sufficient information about the project they are invited to participate in. It also demands that those in possession of this information freely accept to participate in the study and have the option to withdraw from it without negative consequences. Building on this principle, prior to conducting the survey, we sent out a declaration of informed consent to allow respondents to become acquainted with the material from our study. In this declaration we informed the informants that the purpose of this master thesis was to collect data to gain insight in change management during crises such as COVID-19. We also explained to the informants how the collected data will be managed, and that the data will not be available to any employees in the company. In addition, employees were informed that it was voluntary to complete the survey and, if they decided to participate, their responses would be treated confidentially. In terms of confidentiality, all acquired data should be anonymized so that it cannot be traced back to the individual respondent (Kvale & Brinkmann, 2009). We believe it is unlikely that the respondents may be identified based on their responses because we collected our data in a large company with numerous employees in comparable roles. However, the survey was anonymously ensuring confidentiality. Our survey is based on people's perceptions and experiences, so it contains personal information. We did, however, avoid asking questions that required sensitive information. The respondents also had the opportunity to withdraw without consequences (Crow et al, 2006).

When carrying out a study and presenting the findings and results, it is critical that the researchers adhere to ethical rules and demonstrate moral integrity. Any findings should be reported objectively, and we have worked hard to achieve transparency in all of our analyses, findings and conclusions (Kvale & Brinkmann, 2009), to demonstrate that we are aware of any biases.

We requested permission from the Norwegian Centre of Research Data (NSD) before conducting our survey to guarantee that all data processing was done correctly and that the ethical rules were followed.

4. Statistical analysis

Our first step was to assess reliability by calculating Cronbach's alpha values. The Cronbach's alpha criterion for being categorized as "internally consistent measure" is .70, although this value varies amongst studies (Peterson, 1994). Following that, descriptive analysis was performed to estimate means, standard deviations, and bivariate correlations between all of our variables. The next step was to conduct two different regression analyses in order to test our hypotheses. H1 was tested using linear regression analysis in Statistical Package for the Social Sciences (SPSS) version 27. When performing this analysis we are interested in the relationship between LMX and job insecurity. In this step we want to analyze job insecurity and its relation to our control variables. In order to test our H1, our next step was to include LMX in the linear regression analysis, and also include the control variables to see whether they explain any variance.

Further, PROCESS macro analysis, developed by Andrew Hayes (2014), was used as a supplement to further test the mediation hypotheses H2-H4. According to Baron and Kenny (1986), three steps must be completed in order to gain support for a mediating relationship. The independent variable (IV) must be related with the mediating variable in a significant way (MV). Second, the IV must have a significant relationship with the dependent variable (DV). Finally, when the mediator is included in the regression model, the link between IV and DV vanishes (complete mediation) or weakens (partial mediation). This analysis allows us to simultaneously test the whole mediation model as well as using bootstrapping techniques to create bootstrap confidence intervals for searching and estimate any indirect effect (Baron & Kenny, 1986).

To detect mediation/indirect effects of a relationship in study of a comprehensive collection of simulations, Mackinnon et al (2004) proposed using a distribution of the product approach or bootstrapping method over the Sobel test method (Baron & Kenny, 1986; Preacher & Hayes, 2008). The reason for recommending this approach over others is that it has high power while still controlling for type 1 error (Preacher & Hayes, 2008). Type 1 error is a statistical

issue that might occur during the hypothesis testing process and cause a null hypothesis to be rejected when it should not be rejected and is correct (Kenton, 2020).

A simple mediation analysis provides us with a calculation of whether or to what extent the independent variable (X) influences the dependent variable (Y), with the use of one or more intervening variables or mediators (M) (Preacher & Hayes, 2008). Since our study includes three different mediators, we will test each one in separate process analyses. We will include the four control variables: age, location, length of employment and earlier temporary lay-offs.

All our analyses were conducted with a 95% confidence interval, with bootstrapping containing 5,000 resamplings. Bootstrapping can be explained as a method where data is repeated, in order to create confidence intervals for the indirect effects (Hayes et al, 2017; Preacher et al, 2007). Basic descriptive statistics include means, standard deviation, and inter-correlations of the control and main variables (table 1). Calculation of all regression coefficients were performed using IBM SPSS Statistics 27.

5. Results

5.1 Descriptive statistics

First, we conducted a descriptive analysis in order to estimate means, standard deviation, as well as the correlation between our variables as you can see in Table 1. In order to test the reliability of each variable, a reliability analysis was performed to find the Cronbach alpha values. The cronbach's alpha measures internal consistency between 0 and 1, and describes to what extent the items in a scale measure the same construct. The main rule is that the alpha coefficients need to be higher than .70, thus, all our variables have acceptable reliability estimates (Tavakol & Dennick, 2011). The measure of self-efficacy shows a Cronbach's alpha of .85, while interactional justice scores .94, PCB .91, LMX .93, and job insecurity shows an alpha value of .92. Which indicates high reliability according to Tabachnick et al. (2007).

Moreover, as presented in Table 1, job insecurity shows a positive correlation with self-efficacy ($r=.190, p<0.1$), interactional justice ($r=.198, p<0.1$), PCB ($r=.320, p<0.1$), LMX ($r=.215, p<0.1$) and temporary lay-off ($r=.179, p<0.1$).

Additionally, PCB positively correlates with self-efficacy ($r=.170, p<0.1$), interactional justice ($r=.527, p<0.1$) and LMX ($r=.517, p<0.1$), Age ($r=.139, p<0.1$), Length of employment ($r=.191, p<0.1$), and Temporary lay-off ($r=.181, p<0.1$). Lastly, we found that LMX positively correlates with interactional justice ($r=.780, p<0.1$).

Thus, none of the correlations between the variables except from interactional justice and LMX, exceeds .70, which is a critical value as it may indicate multicollinearity. Multicollinearity occurs when two or more predictors in the model are correlated and provide redundant information about the response (Meyers et al., 2016).

Nevertheless, the correlation matrix presented in Table 1 only provides indications of the relationship in the dataset. In order to test our hypotheses, regression analysis is necessary.

Table 1. Descriptive Statistics, Correlations and Reliability Estimates

Variable	Mean	SD	1	2	3	4	5	6	7	8	9
(1) Age	2.48	1.05									
(2) Location	1.1	0.37	.011								
(3) Length of employment	2.24	1.52	.567**	-.105							
(4) Temporary lay-off	1.67	0.46	.173**	.261**	.164*						
(5) SE	5.67	0.67	.041	-.127*	.105	.005	(.855)				
(6) IJ	5.9	1.11	-.008	.023	.057	.062	.056	(.942)			
(7) JI	5.11	1.31	.074	.085	.063	.179**	.190**	.198**	(.928)		
(8) PCB	5.18	1.36	.139*	.089	.191**	.181**	.170**	.527**	.320**	(0.91)	
(9) LMX	5.29	1.26	.003	.039	.033	.061	.108	.780**	.215**	.517**	(.930)

Note. N=252; Coefficient alphas specifying scale reliabilities are in parentheses. * $p<.05$, ** $p<.01$. Age coded: 1= 20-29 years, 2= 30-39 years, 3= 40-49 years, 4= 50-59 years, 5= 60-69 years; Location coded 1= Norway, 2= Sweden; Length of employment coded: 1= 0-5 years, 2= 6-10 years, 3= 11-15 years 4= 16-20 years, 5= 21-30, 6= 30+; Temporary lay off coded: 1= Yes, 2= No SE= Self-efficacy, IJ= Interactional justice, JI= Job insecurity, PCB= psychological contract breach, LMX=Leader-member-exchange

5.2 Hypothesis testing

Table 2 displays the findings of the process analysis. Since we used both regression and process analysis, we wanted to report the unstandardised coefficients when referring to the results to ensure that the results were transferable between the two studies (Pallant, 2016; Tabachnick et al., 2007). To investigate the relationship between LMX and job insecurity, a simple linear regression was used and the tests were conducted with a 95% confidence interval. The control variables age, location, length of employment and temporary lay-offs were included, as they had a significant correlation and we found these the most relevant for our study.

5.3 Direct effects

Step 1 was to test our hypothesis 1 that proposes a relationship between LMX and job insecurity. As seen in table 1 and 2, LMX were associated with job insecurity ($\beta = .195$). The p-value was below .01 level, and the standard error (SE) = .060. Collinearity statistics indicated that the two variables clearly contributed separately in the regression analysis, as there were no findings of high correlation between the independent and dependent variable. Meaning that LMX might predict the value of job insecurity. Therefore, hypothesis 1 is supported. To investigate empirically if LMX in fact was associated with job insecurity, we performed additional analysis including our mediators.

Table 2: Simple Linear Regression Analysis for the relationship between LMX and Job Insecurity

Dependent variable: Job Insecurity

Variable	Job Insecurity	
	Step 1	Step 2
Age	.048	.048
Location	.048	.045
Length of employment	-.006	-.010
Temporary lay-off	.176	.165
LMX		.195**
Total R^2	.043	.080
F value	2.629*	4.05**

$N = 252$, * $p < .05$, ** $p < .01$

5.4 Mediation analysis

In step 2, to investigate the research question, a simple mediation analysis was performed using PROCESS analysis (Baron & Kenny, 1986; Hayes, 2021). We explored the last three hypotheses that predicted that PCB, interactional justice and self-efficacy would mediate the relationship between LMX and job insecurity. When testing these hypotheses, we specified the outcome measure of job insecurity as the dependent variable and the independent variables as LMX. Figures 1, 2 and 3 provide the results of the process analysis. Several researchers have adopted and criticized Baron and Kenny's (1986) approach for mediation analysis. Zhao et al (2010) have proposed an overarching framework that examines two dimensions - the indirect effect and the direct effect - rather than the

one-dimensional “full”, “partial”, and “none” classification used by Baron and Kenny (1986). They identified three patterns consistent with mediation and two with non-mediation: complementary mediation, competitive mediation, indirect-only mediation, direct-only non-mediation and no-effect non-mediation.

For hypothesis 2, the results indicated that path a, the influence of LMX on PCB was positive and significant ($\beta = .5566$, $SE=.0590$ og $p<.05$) as seen in Figure 1. The results also indicate that the influence of PCB on job insecurity (path b) was positive and significant ($\beta =.2744$, $SE=.0680$ og $p<.05$). Moreover, the indirect effect of the LMX (IV) on job insecurity (DV) through PCB (M) was positive ($\beta =.1527$, $SE=.0733$) and significant, as suggested by the confidence interval, which did not include zero [0.0728, 0.2473]. Regarding path c', the direct influence of LMX on job insecurity was ($\beta =.0679$). Hence, the indirect effect is significant. Therefore, the findings indicate that there is a significant indirect effect between LMX and job insecurity, with PCB as mediator. This is in accordance with Zhao et al (2010)'s framework, indicating that there is an indirect-only mediation. Meaning that the mediator (PCB) is consistent with our hypothesized theoretical framework. Thus, hypothesis 2 is supported.

Figure 1

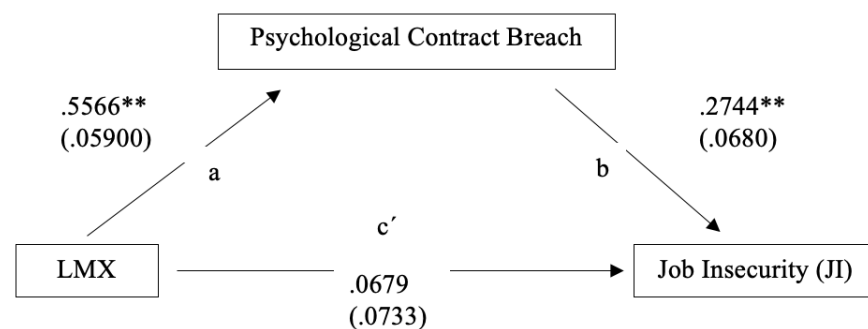


Figure 1. Unstandardized coefficients and standard errors (in the parentheses) for the indirect effects of LMX on Job Insecurity through Psychological Contract Breach ($n = 252$), * $p < .05$; ** $p < .01$;

Hypothesis 3: The result can be seen in Figure 2. The findings related to hypothesis 3 indicate that path a, the influence of LMX on interactional justice was positive and significant with ($\beta =.6909$, $SE=.0356$ and $p<.05$). Also, path b, the influence of interactional justice on job insecurity was positive, however, non-significant ($\beta =.0721$, $SE=.1171$ and $p>0.05$). Moreover, the indirect effect of

LMX (IV) on job insecurity (DV) through interactional justice (M) was positive ($\beta = .0498$, $SE = .0888$), although non-significant, as indicated by the confidence interval that did include zero $[-0.1285, 0.2175]$, as seen in Table 3. In addition, path c' , the direct influence of LMX on job insecurity was ($\beta = .1817$), and significant. Nevertheless, the indirect effect is not significant. Therefore, the results indicate that no indirect effect occurs between LMX and job insecurity with interactional justice as a mediator. This is in accordance with Zhao et al (2010)'s framework, proposing that there is a direct-only non-mediation relationship. Meaning that there is a problematic theoretical framework as there is no indirect effect but a significant direct effect, and we should consider the likelihood of an omitted mediator. Thus, hypothesis 3 is not supported. Although this result is disappointing, the sign of the direct effect can point to as yet undiscovered mediators.

Figure 2

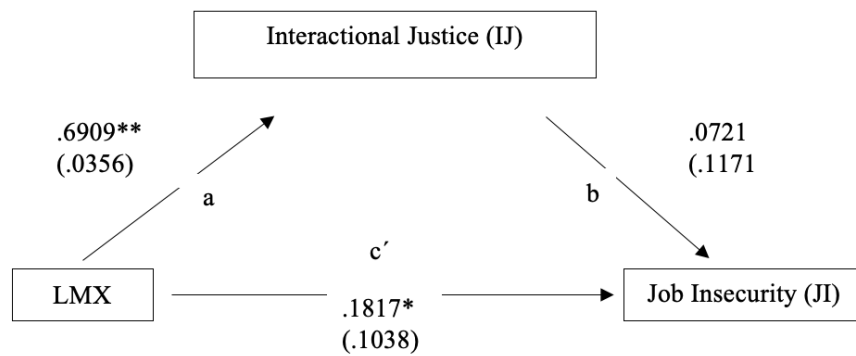


Figure 2. Unstandardized coefficients and standard errors (in the parentheses) for the indirect effects of LMX on Job Insecurity through Interactional Justice (n = 252), * $p < .05$; ** $p < .01$;

Hypothesis 4: The result can be seen in Figure 3. The findings related to hypothesis 4 indicate that path a, the influence of LMX on self-efficacy was positive and not significant with ($\beta = .0569$, $SE = .0337$ and $p > 0.05$). Also path b, the influence of self-efficacy on job insecurity was positive, and significant ($\beta = .3229$, $SE = .1184$, and $p < 0.05$). Moreover, the indirect effect of LMX on job insecurity (DV) through self-efficacy (M) was positive ($\beta = .0184$, $SE = .0150$), although non-significant, as indicated by the confidence interval that did include zero $[-0.0038, 0.0543]$, as seen in Table 3. In addition, path c' the direct influence of LMX on job insecurity, is ($\beta = .2042$), and significant. Nevertheless, the indirect

effect is not significant. Therefore, the results indicate that no indirect effect occurs between LMX and job insecurity with self-efficacy as a mediator. This is in accordance with Zhao et al (2010)'s framework, proposing that there is a direct-only non-mediation relationship. Meaning that there is a problematic theoretical framework as there is no indirect effect but a significant direct effect, and we should consider the likelihood of an omitted mediator. Thus, hypothesis 4 is not supported. Although this result is surprising, the sign of the direct effect can point to as yet undiscovered mediators.

Figure 3

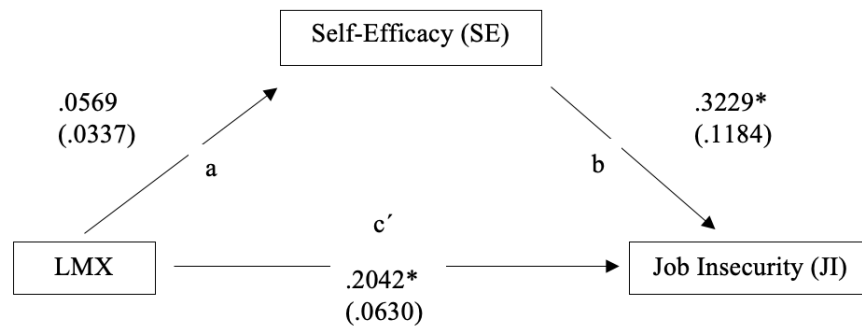


Figure 3. Unstandardized coefficients and standard errors (in the parentheses) for the indirect effects of LMX on Job Insecurity through Self-efficacy (n =252), *p<.05; **p<.01;

**Table 3: Influence of LMX on Job insecurity though Self-efficacy, Psychological Contract Breach and Interactional Justice
95 % CI**

Independent Variable (IV)	Mediator variable (MV)	Dependent variable (DV)	Influence of IV on M (a)	Influence of M on DV (b)	Total influence (c)	Direct influence (c')	Point estimate/Indirect influence (a x b)	SE	Lower	Upper
LMX	SE	JI	.0569	.3229*	.3798	.2042*	.0184	.0151	-.0038	.0543
LMX	PCB	JI	.5566*	.2744*	.831	.0679	.1527*	.0443	.0728	.2473
LMX	IJ	JI	.6909*	.0721	.763	.1817*	.0498	.0897	-.1285	.2175

5000 bootstrap samples; LMX= Leader-Member Exchange; JI=Job Insecurity; SE = Self-efficacy; PCB = Psychological Contract Breach; IJ= Interactional Justice, *p<.05, **p <.01,

6. Discussion

The purpose of this study was to investigate the relationship between LMX and job insecurity, and explore the possible mediating effect of psychological contract breach, interactional justice and occupational self-efficacy. The results of the study help to expand the change literature as well as predictors of job insecurity. Firstly, the study contributes to extending the LMX literature by establishing the relationship between perceived LMX quality and job security, and thus finding support for hypothesis 1. This finding is consistent with former theory, which proposes that employees may see a high-quality relationship as a valuable resource that can help them cope with the stress and uncertainty that comes with job insecurity during rapid change (Probst et al., 2016). This way, LMX serves as an additional or even enhanced explanation of what creates an individual's attitudes towards job insecurity. This finding adds to previous research and may be useful to existing literature on LMX and its impact on job insecurity. According to previous research, having a high-quality LMX with one's employees is extremely beneficial during organizational change because it can influence employee performance (Probst et al., 2016). Our results also support the observation that employees of high-quality LMX who are active in decision-making and believe that the information sharing in the company is available, are more open to change and, as a result, build a positive attitude toward change (Choi, 2011; Rafferty & Simons, 2006; Van Dam et al., 2008; Lines, 2005). Furthermore, our results support Parish et al. (2008)'s contention that the relationship between leaders and employees influences employees' attitudes toward change.

As previously stated, a high-quality LMX will influence change readiness through informational sharing, support and fairness (Choi, 2011; van Dam et al., 2008). Therefore, leaders should make an effort to establish this type of relationship with as many employees as possible. The unusual context of this study however, characterized by isolation and unpredictability, is likely to have made exchanging sufficient information and details with employees more challenging. New interactive communication technologies, such as Zoom and Teams, have thus become crucial and alter how employees accessed information during the pandemic. Bartsch et al. (2020) discovered evidence that more digitally mature service firms are better able to maintain high levels of employee

performance during times of crisis. This emphasizes the importance of investing in digitalization and developing digital capabilities throughout the organization (Kane et al., 2017). Hence, we argue that implementing new digital measures and equipping followers with the technological infrastructure and know-how required, is critical in order to maintain the high-quality relationships.

Furthermore, this study extends the research on psychological contracts by examining whether psychological contract breach mediates the relationship between LMX and job insecurity. It has been proposed that the conventional employment relationship of long-term job security in exchange for loyalty is becoming obsolete (Altman & Post, 1996). Employees are now unable to trust their employers' commitments in the era of organizational change and downsizing (Kanter & Mirvis, 1989). However, the findings of this study do not support these claims. The analysis shows that the majority of the employees reported reasonably high initial confidence in their employers. Furthermore, these employees reported a confidence that their employer's would meet their obligations.

The findings show an indirect relationship between LMX and job insecurity, with psychological contract breach acting as a mediator, supporting hypothesis 2. This finding thus indicates that employees in high-quality relationships with their leader, characterized by mutual trust and obligations, are likely to perceive their psychological contract to be fulfilled and thus experience lower levels of job insecurity. Employees in low-quality relationships however, characterized exclusively by transactional or economic components, are more likely to experience a contract breach and hence higher levels of job insecurity. The finding provides support for the foundations of the norm of reciprocity (Gouldner, 1960) and social exchange theory (Cook et al, 2013). It is also in line with the leaders tendency of creating in-groups and out-groups and its effects discussed earlier.

According to psychological contract theory, job security is a central component of the social psychological relationship (SLMX) (Millward & Brewerton, 2000). As a result, job insecurity is a significant breach for those who have predominantly relational aspirations. In this regard, Pearce (1998) and Rousseau (1995) propose that negative reactions could be due to an unexpected shift in the psychological contract rather than job insecurity. This indicates that the adverse consequences of job insecurity are mediated by a breach of the

relational psychological contract, which is consistent with evidence identified by De Witte and Van Hecke (2002) and De Witte et al. (2004). To summarize, job security is regarded as a significant criterion by which the employment relationship is assessed for those with relational expectations. This research supports our findings of psychological contract breach functioning as a mediating effect on the relationship between LMX and job insecurity.

The notion of psychological contract breach implies an imbalance in the SLMX, prompting the employee to retaliate with unpleasant workplace attitudes and behaviors. Our findings are in accordance with previous research stating that employees exhibit more negative outcomes when they believe their organization's exchange relationship has been disrupted (Joe et al., 2011). As a result, this research offers more substantial evidence than previous studies, for psychological contract breach increasing perceived job insecurity. In other words, psychological contract breach helps to explain how LMX is related to job insecurity. This finding contributes to gain an understanding of how and through which mechanisms LMX interacts with job insecurity.

As for hypothesis 3, surprisingly the results indicate that no significant indirect effect occurs between LMX and job insecurity with interactional justice as a mediator, and thus it is rejected. Previous research shows that employees in high-quality LMX relationships feel more involved in decision making and believe that information sharing in the organization is fair, and are therefore more likely to be open to change and thus develop a positive attitude toward change (Probst et al., 2016). This notion is supported by our finding whereas the influence of LMX on interactional justice was positive and significant. Van Gilst (2020) found that the experience of not getting the right information timely was accompanied by a substantial loss of trust. Mutual trust is, as stated earlier, one particularly important aspect of both LMX and the psychological contract. According to Graen & Uhl-Bien (1995), employees with higher-quality LMX relationships are members of the in-group and receive more information, resources, and responsibilities. Informational justice varies significantly within individuals (Loi et al., 2009), and perhaps even more so in the context of organizational change (Schumacher et al., 2020). In line with COR theory, Schumacher et al. (2020) proposed that resources, such as informational justice, are especially important in the context of potential resource losses.

Thus, since it contains information about employees' level of job control, informational justice may serve as a substitute for felt job insecurity. Based on this, it was likely to assume that interactional justice would mediate the relationship between LMX and job insecurity. However, according to our findings, interactional justice had no significant indirect effect. In other words, LMX does not affect the degree of job insecurity through different levels of interactional justice. The majority of the respondents reported high-quality relationships and low levels of job insecurity. For the questions regarding interactional justice however, the results showed a greater spread. The respondents reported higher levels of the questions regarding interpersonal justice, and lower on those measuring informational justice. One explanation for this might be that the trust and support an employee receives from the leader, regardless of the perceived informational justice, is a sufficient resource in itself for preventing job insecurity during change. Schreurs et al. (2012) discovered that employees' performance suffered less from job insecurity during weeks when they received more support from their leader. Based on this, they proposed that receiving leadership support could indicate a high-quality LMX, which translates more easily into less pronounced feelings of job insecurity.

Moreover, the respondents are subject to a reactive change, initiated because it is made necessary by outside forces. Hence, the employees are aware that change initiatives are beyond the company's control, and as a result they might be more patient and understanding when they experience that the information is deficient. These are potential explanations for why the respondents report that they have been treated with dignity and respect while also reporting that they have not received adequate information. Hence, the results could have been different if these subcategories of interactional justice were distinguished. This could explain why, despite finding that LMX has a positive and significant influence on interactional justice, we did not find an indirect effect between LMX and job insecurity. Future research should take this into account when examining organizational justice as a mediator in relation to reactive change.

The same applies for hypothesis 4, with null findings for self-efficacy as a mediator. Findings indicate that low occupational self-efficacy, following from low-quality LMX relationships, might increase job insecurity (Gerstner et al., 1997). In light of social learning theory (Bandura, 1991) and previous research,

we were surprised to find that a high-quality relationship did not influence the degree of occupational self-efficacy. Natanovich and Eden (2001), for example, found that the leader's behavior increased subordinates' overall and particular self-efficacy. In a longitudinal study, Murphy and Ensher (1999) could also demonstrate a link in this direction, namely that leadership behavior increased self-efficacy.

Previous research also shows that LMX is associated with positive performance-related and attitudinal variables, such as greater satisfaction and positive role perceptions (Gerstner et al., 1997). Thus, we assumed that the advantages of having a high-quality relationship with the leader would increase the level of self-efficacy, a resource that would decrease the level of job insecurity during change. However, no evidence for the mediation of self-efficacy on the relationship between high-quality LMX and job insecurity was found. This suggests that high-quality LMX is significantly related to job insecurity, even when self-efficacy is perceived to have no influence on the relationship. This implies that there are other resources provided by LMX, than interactional justice and self-efficacy, that determine the degree of job insecurity during change. However, the lack of support for our predictions may be attributed to the fact that we did not evaluate other important control variables. Further research should look more deeply into the dimensions that make up the LMX, such as loyalty, affect, contribution and professional respect, in order to determine which mechanisms are most important in regards to job insecurity during change. In sum, the direct effect of each variable was found to be important and in line with our previous research assumptions. This implies that LMX is significantly linked to job insecurity, even though interactional justice and self-efficacy is perceived to have no effect on the relationship. Psychological contract breach however, was found to mediate the relationship. Thus, the study discovered unique results in terms of job insecurity, which could give an intriguing beginning point for future research. Furthermore, the present study has added depth to the understanding of the relationship between LMX and job insecurity by revealing that psychological contract breach functions as a mediator in this relationship.

Based on our findings, we cannot reliably draw conclusions about the mediating roles of interactional justice and occupational self-efficacy on LMX and job insecurity. Rather, we hope that our work will serve as a model for future

research on the subject, allowing for more meaningful results and more practical ramifications.

7. Practical implications

The findings offer implications for practice in organizations. This study shed light on the impact of high-quality LMX on job insecurity during change and contributes with research for preventive measures to reduce job insecurity in similar situations in organizations in the future.

We discovered a statistically significant relationship between high-quality LMX and job insecurity, which is consistent with previous research on the topic (Shoss, 2017). The present study highlights the importance of high-quality relationships between a leader and an employee during change. Employees are more likely to develop optimistic attitudes toward change if high-quality LMX are established with employees (Choi, 2011). For example, it has been discovered that assigning employees responsibility for key tasks and offering more support helps to create a social exchange relationship with the employees (Dulebohn et al., 2012).

Furthermore, according to the findings of Dulebohn et al. (2012), training leaders in behaviors such as empowerment, providing direction and support, and engaging in mentoring behaviors may be an effective strategy to increase the quality of LMX. We may argue that creating high-quality LMX relationships with employees would help leaders and organizations when introducing organizational change.

Therefore, leaders' focus should be on building good relationships with their employees by providing them with encouragement, listening to their input, and including them in decision making (Choi, 2011). Future research should look at the different aspects of LMX separately to gain a deeper understanding of how the various features of a high-quality LMX affect employee perception of job insecurity.

Furthermore, the present study suggests that psychological contract breach mediates the relationship between LMX and job insecurity. Scholars argue that preventing psychological contract breach from occurring within organizations has become extremely difficult. This is because restructuring and downsizing are daily business practices that most companies engage in to constantly adapt to the global business environment (Robinson et al., 1994). Few studies have been conducted to

investigate how changing organizations, where a breach is unavoidable, can reduce or offset the consequences of a psychological contract breach (van Gilst et al., 2020). Because of its associations with uncertainty, incongruence, and attributions, communication appears to be critical to the psychological contract in organizational change situations. Employees are more vigilant in uncertain situations, so they are more likely to notice and react to psychological contract breaches (McLean Parks & Kidder, 1994). By providing accurate and timely information, uncertainty can be reduced or even eliminated, resulting in a lower risk of psychological contract breach (Chaudhry et al., 2009). Furthermore, honest and accurate communication from the leaders in charge of carrying out the employee's psychological contract is likely to reduce incongruence (Ross et al., 1977). Finally, when confronted with unfavorable outcomes, people have a tendency to seek explanations that will allow them to assign blame (Wong & Weiner, 1981). Managing attributions by providing relevant and timely information can help to avoid negative employee reactions (Chaudhry et al., 2009). According to Bankins (2012), open and honest communication of organizational changes can mitigate the negative consequences of a psychological contract breach. This contradicts our findings, which indicates that interactional justice has no mediating effect on the relationship between LMX and job insecurity. However, as previously stated, future research should differentiate between informational and interpersonal justice in order to fully understand the underlying mechanism of sufficient information during reactive change.

Based on our results, this study is useful in raising understanding of employee's perceptions of the leader-member relationship and its relation to psychological contract breach and job insecurity. While previous research has shown that high-quality exchange relationships result in positive follower outcomes, this study may reinforce these findings by posing psychological contract breach as a significant mediator. Moreover, this research can be useful in improving management skills and reflecting on the psychological aspects of the leader-member relationship.

8. Limitations

The present study has provided valuable insight about both sides of the dyad in LMX and job insecurity, in which high-quality exchange relationships and its underlying mechanisms is found to reduce the extent to which employees perceive their job as insecure. However, the results of the study should be interpreted in the light of its limitations. Although the study provides important theoretical implications, there are limitations that should be considered when interpreting the findings.

The study results do not suggest anything about causality due to the research method used (Bell et al., 2018), which means that it is impossible to determine the direction of the relationships. The non-causal relationships found in this study should be further investigated to explore the causality of the relationship between LMX and job insecurity. It would have been interesting to look into how job insecurity affects the quality of the relationship with the leader and what mechanisms influence this relationship. Job insecurity climate is defined as “a set of shared perceptions of powerlessness to maintain the continuity of threatened jobs in an organization” (Sora et al., 2009, p. 130), and such an environment might emerge since employees share perceptions of their climate as unpredictable (Sora et al., 2009). Apparently, a job insecure climate may be detrimental to companies since they rely heavily on employee positive attitudes and work behaviors; that is, leaders are unlikely to elicit positive work attitudes and behaviors if organizations fail to deliver employment stability (Jiang and Probst, 2016). The lack of steady work opportunities is likely to be viewed as a serious violation of employees' expectations in this regard, and may generate negative emotions affecting the follower LMX quality (Costa and Neves, 2017; De Cuyper and De Witte, 2006; Rousseau, 1995).

Since the data was collected at a single point in time, the extent to which clear causal inferences can be drawn is restricted (Podsakoff et al., 2003), and the possibility of reverse causality cannot be ruled out (Shadish et al., 2001). This means that we do not know whether the employees' perceptions of high-quality LMX shape their perception of job insecurity, or the attitudes toward job insecurity shape their perceptions of high-quality LMX. Longitudinal, experimental research must be conducted in order to draw causal inferences (Morgan, 2013).

Additionally, even though this analysis accounted for various variables, the possibility of alternative variables providing different explanations cannot be ruled out (Shadish et al., 2001). For example, organizational commitment has been asserted to be one of the most significant predictors of attitudes toward change (Choi, 2011). As previously stated, prior positive experience with change can make a person more open to new change initiatives. In this way, prior experiences with change could have affected individuals' attitudes toward change, which could serve as a possible control variable in future studies. One control variable that could have been included in the survey is whether the employee has previously experienced significant organizational changes in his or her career. It may be interesting for further studies to see if this had an effect on the level of job insecurity.

Furthermore, because the study is based solely on employee self-reports, common method variance (CMV) is a likely outcome, raising concerns about the validity of our findings (Chang et al., 2010). Similarly, social desirability bias is a source of concern for the study's reliability. People who want to be perceived positively suffer from social desirability bias. As a result, participants may understate negative aspects while exaggerating positive aspects (Bell et al., 2018). Nonetheless, in order to reduce CMV and social desirability bias, all participants were assured of their confidentiality.

Further, even though the data had a significant sample size ($N=252$), there is the question of generalizability. The data was collected from a single industry in Norway (retail-industry), and investigations in other countries and industries may provide different results. However, the strength of such a design is that it eliminates alternate explanations for the observed findings due to the homogeneity in the organizational context (Kuvaas et al., 2012). It could be further explored whether the findings of this study can be generalized to other organizations and countries (Bryman & Bell, 2015).

The language is another potential limitation of the survey. With the intention of increasing the response rates in Norway, the language was translated from English to Norwegian. However, as the survey was also provided to Swedish respondents, it may have increased the likelihood of misunderstandings and lowered the reliability of the results (Kahneman, 2013).

Lastly, another critique leveled at the quantitative analysis is the possibility that respondents do not view constructs in the same way (Bryman & Bell, 2015). Individual differences, as previously stated, can influence employees' ratings of leaders and vice versa. In terms of the underlying psychological construct of interactional justice, the quantitative approach may not take into account the various ways of interpreting the questions. External stimuli (e.g., private events or mood) might impact the follower's feelings of fairness, in addition to human beings responding differently, in which the exact same outcome is unlikely to occur.

9. Conclusion

The ambition of this study is to fill the gap between some social aspects of the work environment and job insecurity. The research extends the literature by exploring the importance of the relationship-quality employees have with their leader on job insecurity, and potential underlying mechanisms in this relationship. A leader, as an authority figure, can influence how employees perceive their jobs and thus play an important role in influencing employee perceptions of job insecurity (Shoss, 2017). This study highlights the potential contribution leaders' support brings to mitigate job insecurity.

Previous studies have focused on predictors such as economic vulnerabilities, type of employment, and personal factors, as the main drivers for perceived job insecurity. Our findings highlight the importance of other components such as the social dimensions of the workplace. Hence, this study examines the possible mediating effects of psychological contract breach, interactional justice and self-efficacy as enhancers of perceived job security. The results showed that LMX not only directly affects job insecurity but also affects job insecurity through the mediating effects of psychological contract breach. A conclusion can be drawn from our findings that this demonstrates the impact of leadership and mutual obligation fulfilment on job insecurity perceptions. To our knowledge, this is the first study to bring Psychological contract breach, self-efficacy and interactional justice as mediators when examining the relationship between LMX and job insecurity. Hence, this study helps us to understand the role of perceptions of relations and personal abilities on the degree of job insecurity.

In conclusion, the findings of our study emphasize the necessity of a high-quality LMX relationship, particularly during periods of employee job instability. We specifically examined the predictive potential of LMX on job insecurity, and the mediating effects of psychological contract breach, interactional justice, and self-efficacy. Previous studies have proposed that these variables are related to either LMX or job insecurity. Our findings expand this by demonstrating that the negative impacts of job insecurity may be worsened in the presence of inadequate LMX. While organizations cannot normally guarantee job security, they can encourage the development of positive leader-member relationships characterized by reciprocal loyalty and respect in order to foster an organizational environment in which employee safety is prioritized.

10. Appendix

Attachment 1: NSD Approval:

NSD sin vurdering

Prosjekttittel

Masteroppgave - Self efficacy and job insecurity during organizational change (COVID-19)

Referansenummer

783310

Registrert

04.12.2020 av Josefine Trapnes - Josefine.B.Trapnes@student.bi.no

Behandlingsansvarlig institusjon

Handelshøyskolen BI / BI Oslo / Institutt for ledelse og organisasjon

Prosjektansvarlig (vitenskapelig ansatt/veileder eller stipendiat)

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Type prosjekt

Studentprosjekt, masterstudium

Kontaktinformasjon, student

Josefine Trapnes, Josefinetrapnes@hotmail.com, tlf: 48128837

Prosjektperiode

01.01.2021 - 01.07.2021

Status

10.02.2021 - Vurdert anonym

Vurdering (1)**10.02.2021 - Vurdert anonym**

Det er vår vurdering at det ikke skal behandles direkte eller indirekte opplysninger som kan identifisere enkeltpersoner i dette prosjektet, så fremt den gjennomføres i tråd med det som er dokumentert i meldeskjemaet den 10.02.2021 med vedlegg, samt i meldingsdialogen mellom innmelder og NSD. Prosjektet trenger derfor ikke en vurdering fra NSD.

HVA MÅ DU GJØRE DERSOM DU LIKEVEL SKAL BEHANDLE PERSONOPPLYSNINGER?

Dersom prosjektopplegget endres og det likevel blir aktuelt å behandle personopplysninger må du melde dette til NSD ved å oppdatere meldeskjemaet. Vent på svar før du setter i gang med behandlingen av personopplysninger.

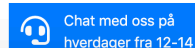
VI AVSLUTTER OPPFØLGING AV PROSJEKTET

Siden prosjektet ikke behandler personopplysninger avslutter vi all videre oppfølging.

Lykke til med prosjektet!

Kontaktperson hos NSD: Tore Andre Kjetland Fjeldsbø

Tlf. Personverntjenester: 55 58 21 17 (tast 1)



Attachement 2: Our survey

Spørreundersøkelse til Masteroppgave

Formålet med forskningsprosjektet er å samle inn data for få innsikt i endring og ledelse under kriser som Covid-19.

Datamaterialet er kun til bruk for masteroppgaven, og vil ikke være tilgjengelig for noen ansatte i selskapet.

Det vil ta deg ca. 5-10 minutter å besvare dette elektroniske spørreskjemaet.

1) Kjønn

- Han
- Hun
- Annet

2) Alder

- 20-29
- 30-39
- 40-49
- 50-59
- 60-69

3) Hvor jobber du?

- Norge
- Sverige

4) Hvor lang er din ansettelsestid i selskapet?

- 0-5 år
- 6-10 år
- 11-15 år
- 16-20 år
- 21-30 år
- 30+

Vet ikke

5) Har du vært permittert grunnet Covid-19 siden Mars 2020?

Ja

Nei

6) Hvor lenge har du rapportert til din nåværende leder?

0-1 år

2-3 år

3-5 år

5-10 år

10 +

Vet ikke

7) Er det noen som rapporterer til deg?

Ja

Nei

I denne seksjonen vil vi at du skal tenke på din generelle arbeidshverdag, under normale omstendigheter, ikke det siste året preget av omstillinger grunnet Covid-19

8) Vennligst ranger disse utsagnene fra helt uenig til helt enig

	Helt uenig	Uenig	Delvis uenig	Nøytral	Delvis enig	Enig	Helt enig
Jeg klarer alltid å løse vanskelige problemer hvis jeg prøver hardt nok	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hvis noen motarbeider meg, så kan jeg finne måter og veier for å få det som jeg vil	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Det er lett for meg å holde fast på planene mine og nå målene mine	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Helt uenig	Uenig	Delvis uenig	Nøytral	Delvis enig	Enig	Helt enig
Jeg føler meg trygg på at jeg ville kunne takle uventede hendelser på en effektiv måte	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Takket være ressursene mine så vet jeg hvordan jeg skal takle uventede situasjoner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jeg kan løse de fleste problemer hvis jeg går tilstrekkelig inn for det	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jeg beholder roen når jeg møter vanskeligheter fordi jeg stoler på mestringssevnen min	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Når jeg møter et problem, så finner jeg vanligvis flere løsninger på det	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hvis jeg er i knipe, så finner jeg vanligvis en vei ut	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Samme hva som hender så er jeg vanligvis i stand til å takle det	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Når du besvarer denne seksjonen, vennligst tenk på ditt arbeidsforhold til nærmeste overordnede leder.

9) Vennligst ranger følgende spørsmål fra 1 (i liten grad) til 7 (i stor grad)

1 2 3 4 5 6 7

Vet du vanligvis hvor tilfreds din nærmeste leder er med arbeidet du utfører?

	1	2	3	4	5	6	7
Hvor godt forstår din nærmeste leder problem og behov du støter på i ditt arbeid?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I hvilken grad ville din nærmeste leder bruke sin innflytelse for å hjelpe deg med vansker i ditt arbeid?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I hvilken grad ville din nærmeste leder stille opp for deg hvis det gikk på hans/hennes egen bekostning?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Har du så mye tillit til din nærmeste leder at du vil forsvare hans/hennes avgjørelser når han/hun ikke er til stede?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Er samarbeidet/kommunikasjonen mellom deg og din nærmeste leder effektiv?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Når du besvarer denne seksjonen vil vi at du skal tenke på din opplevelse av hvordan omstillingen som følge av Covid-19 har blitt håndtert, og hvordan din leder har behandlet deg gjennom omstillingen.

10) Vennligst ranger følgende spørsmål fra 1 (i liten grad) til 7 (i stor grad)

	1	2	3	4	5	6	7
Har han/hun behandlet deg på en høflig måte?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Har han/hun behandlet deg med verdighet?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Har han/hun behandlet deg med respekt?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Har han/hun avstått fra upassende kommentarer?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Har han/hun vært ærlig i sin kommunikasjon med deg?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Har han/hun forklart nye retningslinjer/tiltak for deg på en grundig måte?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Har hans/hennes forklaringer om retningslinjer/tiltak vært rimelige?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1	2	3	4	5	6	7
Har han/hun formidlet detaljer om endringer/nye retningslinjer i god tid?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Har han/hun tilpasset sin kommunikasjon til den enkeltes spesifikke behov?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Når du besvarer denne seksjonen vil vi at du skal tenke på din nåværende stilling på arbeidsplassen.

11) Vennligst ranger disse påstandene fra helt uenig til helt enig

	Helt uenig	Uenig	Delvis uenig	Nøytral	Delvis enig	Enig	Helt enig
Jeg har en sikker jobb	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jeg er sikker på at jeg får beholde jobben min i nærmeste fremtid	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jeg er sikker på at jeg får fortsette å jobbe her i lang tid fremover hvis jeg ønsker det	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jeg opplever at mitt arbeidssted er sikkert på alle måter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Når du besvarer denne seksjonen vil vi at du skal tenke over dine opplevelser gjennom omstillingen som har oppstått som følge av Covid-19 pandemien.

12) Vennligst ranger fra helt uenig til helt enig

	Helt uenig	Uenig	Delvis uenig	Nøytral	Delvis enig	Enig	Helt enig
Nærmest alle løfter gitt av arbeidsgiver da jeg ble ansatt har hittil blitt overholdt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jeg opplever at min arbeidsgiver har klart å overholde løftene de ga da jeg ble ansatt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hittil har min arbeidsgiver gjort en utmerket jobb med å oppfylle sine løfter til meg	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jeg har ikke fått det jeg har blitt lovet i bytte mot mine bidrag	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Min arbeidsgiver har brutt flere av sine løfter selv om jeg har overholdt mine forpliktelser	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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