

## **THE ORGANIZATIONAL CULTURE AS A FACTOR THAT PREDESTINES THE INDIVIDUAL PERCEPTION OF JOB INSECURITY**

***Anna Yu. Smirnova***

Saratov State University,  
83, Astrakhanskaya Street, Saratov, Russia  
anna-smirnova-sgu@mail.ru

### **Abstract**

The theoretical foundation of the study is the Order approach to the organizational culture. The aims of the study were to examine the role of the organizational culture type in the perception of job insecurity. The measures used in the present study are: Order leadership type scale (the scale of diagnostic of the degree of expressiveness of suborders of organizational culture, L.N. Aksenovskaya), The cycle of the managerial skills (C. Wilson)? Work-Related Behavior and Experience Pattern' questionnaire (AVEM), Survey of Perceived Organizational Support (SPOS), Organizational Justice Scale (Procedural Justice, Jason A. Colquitt), Job Insecurity Scale (H. De Witte). Structural equation modeling was used to test the hypothesis. It was shown that leadership type influence on perception job insecurity.

**Key words:** order approach to the organizational culture, job insecurity, leadership type.

The theoretical foundation of the study is the Order approach to the organizational culture (L.N. Aksenovskaya).

The definition of the Organizational culture in the Order approach is follows “Complicated socio-psychological order of organizational and managerial interactions that are constituted and regulated by systems of ethical senses of participants of interactions” [1].

Within order approach there are three main models of managerial interaction, used by each participant in the management activities situational. These three main

models metaphorically labeled as the “Parent”, “Commander” and “Pastoral” models of managerial interaction.

Each model of managerial interaction generates a specific aspect/suborder of organizational culture. The “Family”, the “Army” and the “Church”.

The senses are dominant in “Parental” model of managerial interaction are caring about the emotional and value unity of organization. The senses are dominant in “commander” model of managerial interaction are caring about the goal-oriented unity of organization. The senses are dominant in “Pastoral” model of managerial interaction are caring about the sense unite of organization.

The management interaction determining the formation of the family suborders is characterized by such features of management style of managers as trust of subordinates, delegation of responsibilities, creation of a team, good knowledge of managers of their subordinates, encouragement for well-executed work and people orientation, openness and friendliness of managers in relation to staff, the desire to interact with people, the ability to establish contact and understand personal needs of employees.

For the army suborder (it is dominant in our sample), the managerial activity is focus on controlling function, following the schedule, striving for detailed fulfillment of the task, knowledge of the organization's policy, detailed planning of the work process.

The church suborder is characterized by the trust of subordinates to managers, good relationships based on trust. The trust relationships inherent in the church suborder allows to get better results from the work of the staff, to join the group to solve complex tasks, to avoid conflicts, and to regulate it effectively if it is arising.

The purpose of the study is to examine the role of the type of the organizational culture into the job insecurity perception.

### **The empirical basis of research**

The average years of employees includes into research is 48.9.

The cross-sectoral design data (N=85 at the first stage and 440 on the second stage) collected in industrial enterprise. The average years of employees includes into research is 48.9.

Participants were 347 male and 178 female employees holding in a variety of job positions in a large firm nested in several groups.

### **The measures used in the present study are:**

1. Order leadership type scale (the scale of diagnostic of the degree of expressiveness of suborders of organizational culture, L.N. Aksenovskaya),
2. The cycle of the managerial skills (C. Wilson) [2],
3. Work-Related Behavior and Experience Pattern' questionnaire (AVEM) [3],
4. Survey of Perceived Organizational Support (SPOS) [4],
5. Organizational Justice Scale (Procedural Justice, Jason A. Colquitt) [5],
6. Job Insecurity Scale (H. De Witte) [6],

### **The first stage of the research**

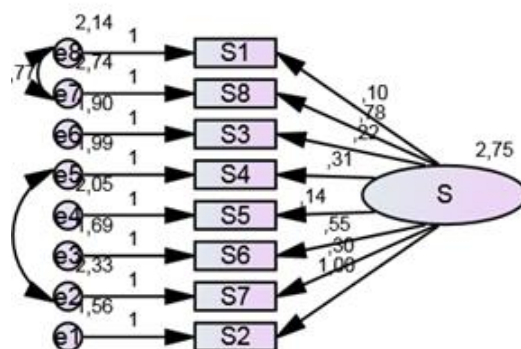
The validation of the scale included:

1. Analysis of reliability-internal consistency (The Cronbach alpha).
2. The confirmatory factor analysis (were used to explore the factor structure of the scale).
3. Correlation analyses (the Scale of Diagnostic of the Degree of Expressiveness of Suborders of Organizational Culture and the C. Wilson's The cycle of the Management Skills).

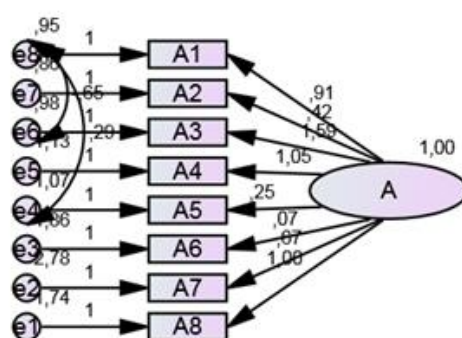
**Table 1. The Reliability – Internal Consistency of the Scale**

№	Suborder name	Cronbach alpha	Alpha Cronbach when the item is removed
1	Family	.784	.748-.792*
2	Army	.822	.801-.832
3	Church	.800	.777-.813

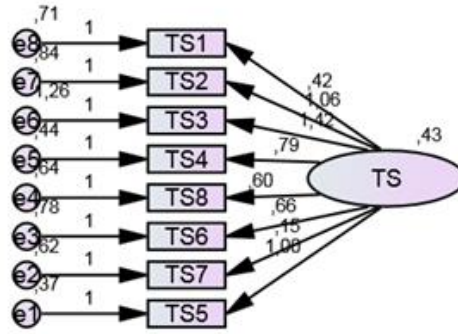
Confirmatory factor analysis was used to test the scale structure.



Picture 1. «Family» Suborder



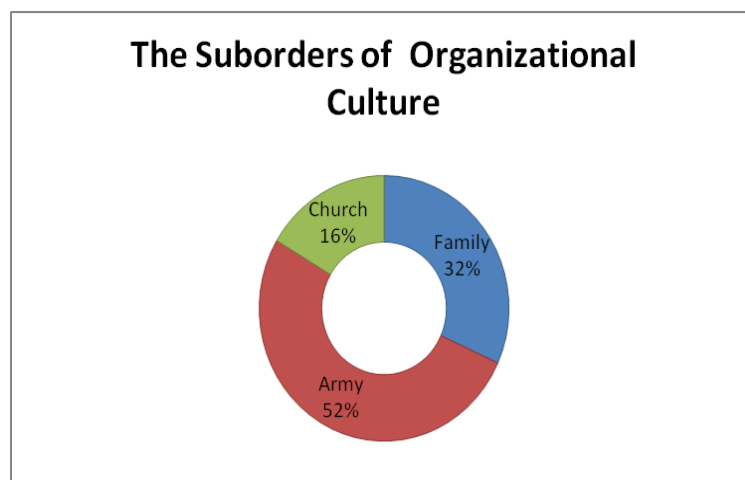
Picture 2. « Army» Suborder



Picture 3. «Church» Suborder

**Table 2. The Results of the Confirmatory Factor Analysis**

	Family	Army	Church
$\chi^2$	21,965	22,499	24,841
df	18	18	20
CMIN/DF	1,220	1,250	1,242
GFI	,935	,940	,932
ACFI	,870	,881	,878
CFI	,947	,965	,952
RMSEA	,051	,055	,054
LO 90	,000	,000	,000
HI 90	,115	,117	,114
PCLOSE	,447	,418	,426
TLI	,917	,945	,933



Picture 4. The Combination of the Suborders into the Organizational Culture

**Table 3. The Results of the Correlation Analyses Between the Suborders of the  
Organizational Culture and Managerial Skills**

	Family	Army	Church
Family	1	-,201	,530**
Army	-,201	1	-,343**
Church	,530**	-,343**	1
Management skills (general assessmen)	,222*	,270*	,334**
Explanation of the purposes and tasks	,044	-,039	,226*
Relationship (Involvement subordinates into decision-making)	,074	-,028	,525**
Careful planning of working process	-,002	,398**	-,117
Competence of the manager	-,039	,563**	-,153
Providing necessary working conditions	-,112	,464**	-,130
Managerial feedback	-,013	,039	,147
Control of the time	-,117	,618**	-,206
Control of the details	-,067	,336**	-,049
Motivation of the goals	-,181	,088	,010
Delegation of responsibility	,322**	-,231*	,494**
Encouragement for well performed work	,269*	-,050	,278*
Orientation on people	,249*	,155	,413**
Creation of team	,304**	,020	,265*
Interest in the official growth of subordinates	,093	-,085	,231*
Trust of subordinates	,511**	,023	,369**

**The scale used on the second stage of the research are:**

1. Job Insecurity Scale (H. De Witte),
2. Work-Related Behavior and Experience Pattern' questionnaire (AVEM),
  - 2.1. Subjective value of activity (VA),
  - 2.2. Commitment to excellence (PS),
  - 2.3. Professional claims (VE),
3. Survey of Perceived Organizational Support (SPOS),
4. Organizational Justice Scale (Procedural Justice, Jason A. Colquitt).

Table 4. The Comparison of the Suborder`s Differences

Name of the scale	Army		Family		Z (Asymptote)	Church		Z (Asymptote)
	M	SD	M	SD		M	SD	
Job Insecurity Scale	38,08	11,06	22,42	5,31	-5,54	20,42	2,13	-4,31
Subjective value of activity (VA)	21,61	2,72	13,46	4,82	-6,33	23,61	5,12	-4,31
Commitment to excellence (PS)	24,90	1,89	26,02	3,22	-4,85	29,02	4,21	-3,52
Professional claims (VE)	24,38	2,42	19,75	2,86	-5,76	21,75	2,86	-5,62
Survey of Perceived Organizational Support (SPOS),	13,56	3,61	22,12	4,82	-5,68	26,6	1,72	-5,27
Procedural Justice	5,29	2,25	10,55	3,65	-5,93	12,55	1,65	-4,27

It was shown that Order leadership type and type of the culture created by leaders influence on perceived organizational support, organizational justice, job insecurity.

«Army» and «Family» types of leaderships are created culture of insecurity and it is influence on the individual perception of job insecurity. «Army» and «Family» types of leaderships are created of cognitive evaluation of the job situation as threatening for the employment (or the important characteristics of job). «Family» types of leadership style are creating the evaluation of the employee personal resources and resources of the work team as insufficient for the overcoming of the threat job situation.

It also should be noted that Army leadership style makes difficult to create learning in the organization because teammates compete with each other to keep the job and stop sharing knowledge with each other. The problem is most pronounced in the transfer of knowledge from experienced workers to beginners. Thus we can conclude that perceived job insecurity blocks organizational learning.

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