

Appendices

Appendix 1 – information on respondents

Table 1: Gender Distribution

Gender	N	%
Female	43	39.4
Male	66	60.6

Table 2: Age Distribution

Age	N	%
20-23	21	19.3
24-26	39	35.8
27-30	23	21.1
31-40	7	6.4
41-50	5	4.6
51+	14	12.8

Table 3: Graduation Year

Graduation Year	N	%
Before 1988	7	6.4
1989-1999	11	10.1
2000-2010	11	10.1
2011-2013	19	17.4
2014	30	27.5
2015	31	28.4

Table 4: Career Length

Career Length	N	%
1-6 months	32	29.4
7-12 months	24	22.0
13 months -5 years	22	20.2
5-20 years	13	11.9
20-30 years	13	11.9
More than 30 years	5	4.6

Table 5: Highest Management Degree obtained

Highest Degree	N	%
Bachelors	14	12.8
Masters	76	69.7
PhD	0	0
MBA	19	17.4

Table 6: University attended for degree

University	N	%
CEMS	40	36.7
HSG	7	6.4
ICHEC	5	4.6
INSEAD	13	11.9
LSM	28	25.7
Oxford	2	1.8
SOLVAY	5	4.6
WU	5	4.6
Other	22	20.2
<i>Åbo Akademi, Finland</i>	1	0.9
<i>BI Norwegian Business School, Norway</i>	1	0.9
<i>Bocconi, Italy</i>	1	0.9
<i>Boston University, Brussels</i>	1	0.9
<i>Business Academy Aarhus, Denmark</i>	1	0.9
<i>Católica Lisbon, Portugal</i>	1	0.9
<i>Chicago Booth, USA</i>	1	0.9
<i>Cornell University, USA</i>	1	0.9
<i>Durham University, UK</i>	1	0.9
<i>Harvard University, USA</i>	1	0.9
<i>HEC Paris, France</i>	1	0.9
<i>IAE Lyon, France</i>	1	0.9
<i>IIM Calcutta, India</i>	1	0.9
<i>ISEI, Belgium</i>	1	0.9
<i>ITSEM, Mexico</i>	1	0.9
<i>Kellogg School of Management, USA</i>	1	0.9
<i>KUL, Belgium</i>	1	0.9
<i>Leeds University, UK</i>	1	0.9
<i>London Business School, UK</i>	1	0.9
<i>NOVA SBE, Portugal</i>	1	0.9
<i>University of Fribourg, Switzerland</i>	1	0.9
<i>Vesalius College, Belgium</i>	1	0.9

* The total is greater than 109, as some students did CEMS and also have a masters degree from one of the universities listed above

Table 7: Home School Of CEMS Students

CEMS Home School	N
CUB	2
ESADE	2
GSOM	1
HEC	1
HSG	4
KOC	1
LSE	5
LSM	10
NHH	2
SSE	1
UCD	3
UoC	1
USYD	1
WU	4

Table 8: Number of organisations the respondent has worked for

Number of Organisations	N	%
1	51	46.8
2	19	17.4
3	13	11.9
4	10	9.2
5	5	4.6
6	4	3.7
More than 6	7	6.4

Table 9: Organisation Sector

Sector	N	%
Accounting	2	1.8
Advertising	3	2.8
Aerospace / Aviation / Automotive	1	0.9
Chemical	4	3.7
Consulting	18	16.5
Construction	3	2.8
Distribution	3	2.8
Education	1	0.9
Engineering	1	0.9
Entertainment & Art	2	1.8
Finance / Banking / Insurance	27	24.8
Food Service	6	5.5
Government	1	0.9
Healthcare & Pharmaceutical	5	4.6
Information Technology	11	10.1
Manufacturing	1	0.9
Media & Telecommunications	4	3.7
Non-Profit	2	1.8
Public Relations	1	0.9
Real Estate	2	1.8
Retail	3	2.8
Tourism	1	0.9
Other	7	6.4

Table 10: Type of Organisation

Organisation Type	N	%
Academic Institution	1	0.9
Cooperative	3	2.8
Government	2	1.8
Non Governmental Organisation	1	0.9
Private Company	57	52.3
Publicly Listed Company	32	29.4
Social Enterprise	2	1.8
Start Up	11	10.1

Table 9: Respondent's Function within the organisation

Function	N	%
Accounting	5	4.6
Consulting & Strategy	24	22.0
Customer Services	2	1.8
Distribution / Logistics	1	0.9
Finance	22	20.2
GRC (Governance, Risk, Compliance)	4	3.7
Human resources / Personnel	5	4.6
Management	12	11.0
Marketing	8	7.3
Market Research	4	3.7
Public relations	1	0.9
Purchasing	2	1.8
Research & Development	2	1.8
Sales	15	13.8
Other	2	1.8

Table 12: Organisation Size

Employees in Organisation	N	%
Under 10	14	12.8
11-100	18	16.5
101-1,000	20	18.3
1,000-5,000	13	11.9
5,000-10,000	7	6.4
10,000-25,000	5	4.6
More than 25,000	32	29.4

Appendix 2 – Questionnaire in full

Greeting Message

[This survey is aimed at anyone who has a degree in Business or Management and who is now working]

Dear friend,

I am currently finishing my Master's degree in International Management (CEMS) and Business Engineering at the Louvain School of Management and am writing my thesis on the evolution of one's career and employment relationship.

The survey consists of 30 questions and should only take around 5 minutes of your time. Your answers will be completely anonymous and used only for my thesis.

If you have any questions during the survey or are interested in the final results, please don't hesitate to contact me at antoinette.dehennin@student.uclouvain.be

Thank you very much for your time, your responses are invaluable to the success of my research!

Antoinette

Psychological contract and organisational membership

The questions on this page concern employer and employee obligations, and organisational commitment

1. To what extent do you believe that your employer is obligated to provide you with the following: (1="not at all", 5="to a very large extent")

	1	2	3	4	5
Advancement					
High pay					
Performance-based pay					
Training					
Career Development					
Job Security					
Support with personal problems					

2. To what extent do you feel that you are obligated to provide your organisation with the following: (1="not at all", 5="to a very large extent")

	1	2	3	4	5
Overtime					
Loyalty					
Volunteering to do non-required tasks					
Advance Notice when leaving the organisation					
Willingness to accept transfers					
Refusal to support competitors					
Protection of proprietary information					
To spend a minimum of 2 years within the organisation					

3. How far do you agree with following statements? (1="strongly disagree"; 5="strongly agree")

	1	2	3	4	5
I would be very happy to spend the rest of my career with this organisation					
I really feel as if this organisation's problems are my own					
I feel like "part of the family" at my organisation					
This organisation has a great deal of personal meaning for me					

Human capital value and uniqueness

The questions on this page concern your current position

Human capital value

4. How far do you agree with following statements? (1="strongly disagree", 5="strongly agree")

My job requires skills that

	1	2	3	4	5
Are instrumental for creating innovation.					
Create customer value.					
Contribute to the development of new market/ product/ service opportunities					
Directly affect organisational efficiency and productivity.					

Human capital uniqueness

5. How far do you agree with following statements? (1=“strongly disagree”, 5=“strongly disagree”)

My job requires skills that

	1	2	3	4	5
Are not widely available in the labour market.					
Would be very difficult to replace.					
Are unique to my organisation					
Are difficult for our competitors to imitate or duplicate.					

HR configuration and employment relationship

The questions on this page concern HR practices in your current organisation, for your current position

6. How far do you agree with the following statements? (1=“strongly disagree”, 5=“strongly agree”)

I perform **a job** that ...

	1	2	3	4	5
Is designed around my individual skills.					
Is standardised throughout industry.					
Is well-defined					
Empowers me to make decisions					

7. How far do you agree with the following statements? (1=“strongly disagree”, 5=“strongly agree”)

The **recruitment/selection** process for my position ...

	1	2	3	4	5
Emphasised my ability to collaborate and work in teams.					
Is comprehensive (uses interviews, tests, etc.)					
Placed priority on my potential to learn (e.g., aptitude)					

8. How far do you agree with the following statements? (1="strongly disagree", 5="strongly agree")

Training activities for my position . . .

	1	2	3	4	5
Emphasise improving current job performance.					
Focus on compliance with rules, regulations, and procedures					
Focus on team building and interpersonal relations					
Strive to develop firm-specific skills/ knowledge					

9. How far do you agree with the following statements? (1="strongly disagree", 5="strongly agree")

Performance appraisals for my position

	1	2	3	4	5
Are based on input from multiple sources (peers, subordinates...)					
Are based on objective, quantifiable results					
Are based on team performance					
Assess compliance with pre-set behaviours, procedures, and standards					

10. How far do you agree with the following statements? (1="strongly disagree", 5="strongly agree")

Compensation/rewards for my job

	1	2	3	4	5
Are based on the market wage (going rate)					
Focus primarily on my short-term performance					
Have a group-based incentive component					
Include an extensive benefits package					

Career field

Coupling

11. How far do you agree with the following statement? (1="strongly disagree", 5="strongly agree")

	1	2	3	4	5
The decisions that I make have little impact on others' decisions					

* Another way to ask the question is: *People are not closely intertwined in their decisions within the organisation*

Configuration

12. How far do you agree with the following statement? (1="strongly disagree", 5="strongly agree")

	1	2	3	4	5
The social environment and the work-related tasks that I perform change rapidly and frequently					

* *Social Environment = team composition and people you interact with*

Career aspirations

In each of the following questions, please select the option that you prefer between the two proposed

13. In my future I would prefer

- To gain expert status in a specialised field
- To be a generalist who is open to many job-related scenarios.

14. In my future I would prefer

- To make career a central topic in my life.
- To see other things as more important in life than job and career

15. In my future I would prefer

- To refrain from a clearly defined and secure lifestyle.
- To work in the stable environment of a company.

16. In my future I would prefer

- To stay with an organisation in a long- term employer/employee relationship.
- To work for a limited time for just one organisation, then move forward to another company

17. In my future I would prefer

- To be my own boss as an entrepreneur.
- To be successful in a big and highly reputed organisation/company

Basic information

18. What is your Gender?

- M
- F

19. How old are you?

20. What is the highest management degree you have obtained?

- Bachelors Degree
- Masters Degree
- PHD
- MBA
- Executive MBA
- Other:

21. Where did you study?

** If you are a CEMSie, then please put CEMS and not your home school*

- CEMS
- HSG
- ICHEC
- INSEAD
- LSM / IAG
- Solvay
- WU
- Other:

22. [If the answer to question 22 was CEMS] What is your home school?

23. In what year did you graduate?

24. How many months ago did you start your career?

25. How many different organisations have you worked for since you began your career?

26. How many months have you been with your current employer?

27. What type of organisation do you work for?

- Academic Institution
- Cooperative
- Private Company
- Publicly Listed Company
- Non-Governmental Organisation
- Government
- Social Enterprise
- Start Up
- Other

28. In which industry do you work?

- Accounting
- Advertising
- Aerospace/Aviation/Automotive
- Agriculture / Forestry / Fishing
- Biotechnology
- Chemical
- Construction
- Consulting
- Distribution
- Education
- Engineering
- Entertainment & Art
- Finance / Banking / Insurance
- Food Service
- Government
- Healthcare
- Hospitality
- Information Technology
- Legal
- Manufacturing
- Media & Telecommunications
- Military
- Mining
- Non Profit
- Pharmaceutical
- Public Relations
- Real Estate
- Retail
- Research / Science
- Utilities
- Other:

29. In which function do you work?

- R&D
- Production & Quality
- Distribution / Logistics
- Sales
- Marketing
- Finance
- Computing
- Public Relations
- Other:
- GRC (Governance, Risk, Compliance)
- HR / Personnel
- Purchasing
- PR
- Market Research
- Consulting
- Accounting

30. How many total employees in your organisation?

- | | | |
|------------|---------------|--------------------|
| • Under 10 | • 101-150 | • 5,001-10,000 |
| • 10-20 | • 151-500 | • 10,001-15,000 |
| • 21-50 | • 501-1,000 | • 15,001-25,000 |
| • 51-100 | • 1,001-5,000 | • More than 25,000 |

Closing message

You have successfully completed the survey.

Thank you so much for your participation! I really appreciate your time, input and support!

Have a nice day :)

Antoinette

Appendix 3 – Reliability and validity detail

Reliability

Affective Commitment (Measures 1-4) Reliability Statistics

	Cronbach's Alpha
Affective Commitment	0.773

Uniqueness (Measures 1-4) Reliability Statistics

	Cronbach's Alpha
Uniqueness	0.762

Value (Measures 1-4) Reliability Statistics

	Cronbach's Alpha
Value	0.641

Value-Item-Total Statistics

	Scale mean if item deleted	Scale variance if item deleted	Corrected item-total correlation	Squared multiple correlation	Cronbach's alpha if item deleted
Value 1	11.94	3.913	0.582	0.351	0.445
Value 2	11.35	4.470	0.476	0.276	0.533
Value 3	11.50	4.345	0.474	0.365	0.532
Value 4	11.35	5.692	0.177	0.112	0.721

Value (Measures 1-3) Reliability Statistics

	Cronbach's Alpha
Value	0.721

Validity

Uniqueness and Value - Rotated Component Matrix

	Component	
	1	2
Value 1	0.130	0.774
Value 2	0.057	0.783
Value 3	0.059	0.828
Uniqueness 1	0.700	-0.019
Uniqueness 2	0.819	0.070
Uniqueness 3	0.776	0.090
Uniqueness 4	0.746	0.208

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Rotation converged in 3 iterations.

Component	Initial Eigenvalues	
	Total	% of variance
1	2.652	37.891
2	1.647	23.531

Extraction Method: Principal Component Analysis

Uniqueness and Value - Component Plot in Rotated Space