

# The Influence Of Job Insecurity On Career Commitment And Attitude In Multinational Corporations

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## ABSTRACT

*As the perception of lifelong work shifts into lifelong career in the job insecurity market, the career development of employees through professional and competitive career management has become more important than being loyal to a lifelong work. Furthermore, in the case of multinational corporations, such as differentiation from the head office policy, cultural differences in labor relations, and the liquidity of business withdrawal, such a feature has a higher possibility of job insecurity than general companies. Therefore, the purpose of this study is to verify empirically how job insecurity influences career commitment and career attitude through individual, job and career characteristics as intermediation with the members of multinational corporations as objectives. For this purpose, a total of 366 questionnaire data that targeted 27 multinational corporations were collected and analyzed. The result shows that the job insecurity of multinational corporations affects individual characteristic rather than job or career characteristic, and it is confirmed that individual characteristic has an effect on career commitment and career attitude. In the end, multinational corporations, unlike ordinary domestic companies, need active organizational career development program that corresponds to an open corporate culture as well as innovative and open systems and policies that balance both internal and external networking activities in terms of human resource management of corporations.*

**Keywords:** Job Insecurity; Career Commitment; Career Attitude; Multinational Corporation

## INTRODUCTION

As the limitless competition of global world intensifies, organizational management strategies for increasing the efficiency of organizations, enhancing core competencies, and satisfying the needs of smart customers such as strategic alliances to maximize the flexibility of companies, organization restructuring, outsourcing, etc. are also being diversified. Looking at “The future of jobs survey” of the Dabos Forum in 2016, which examined employment changes by job types in 2015-2020 for multinational corporations engaged in industrial sectors in a total of 15 countries, including both developed and developing countries, it is said that the employment market will decrease by 7.1 million and increase by 2 million people during this period (World Economic Forum, 2016). Moreover, as changes in labor market caused by Fourth Industrial Revolution become more radical, the demand for technical jobs required for artificial intelligence and bio-high technology will increase, while job insecurity for simple labor is expected to grow dramatically. Eventually, the employment structure of all future industries will change, and strategic insights are needed to provide long-term countermeasures for corporations.

The perception of workers within corporations which was formed by job insecurity in such an environment is changing from lifelong work to the concept of lifelong career. In the case of domestic workers, career managements and career attitudes have changed since the IMF financial crisis in 1997. In this regard, most previous studies were related to organizational efficiency, organizational commitment, turnover intention and job satisfaction until the 1990s (Arnold & Feldman, 1982; Ashfold, Lee, & Bobko, 1989). However, since 2000, studies on job insecurity and organizational efficiency have been actively carried out both domestically and externally, and many factors such as individual

characteristic and social supports have been studied within the relationship between job and career attitudes (Lee & Chung 2011; G. Kim, 2013).

Multinational corporations in domestic have made efforts to maximize flexibility in terms of human resource management since the 1997 IMF crisis, and employment relations tend to shift from contractual relationship to transactional relationship (Kim & Yoon, 2007). According to Korean Statistical Information Service at the end of 2016, there are 1,212 multinational corporations and 408,829 commercial employees among foreign capital multinational corporations operating in Korea. In the internationalized management environment, the number of multinational corporations entering Korea is expected to increase further. So far, therefore, multinational corporations have prioritized open and flexible human resources strategies in human resource management. According to a study on job transition of multinational corporations' defenseless attitudes, multinational corporations are open to the external labor market due to the influence of countries where the corporations' headquarters are located. Even if job transitions are made, all personal careers can still be recognized, and therefore, there is no need to feel burdened in doing so. Thus, non-career attitude in the open employment environment is anticipated to be higher than that of employees in Korean corporations (K. Lee & Y. Lee, 2015).

In particular, multinational corporations that have entered Korea are affected by the social, political and policy environments of Korea. Due to the fact that there is always the possibility of their withdrawals from Korea for the nature of multinational corporations, 90.7% of the employees within multinational corporations have one or more experiences of job transition in addition to job insecurity experiences. This is a significant contrast to 64.4% people working in one place in the case of domestic companies (K. Lee & Y. Lee, 2015). Thus, the job insecurity of employees within multinational corporations affects the career management of individual employees. However, there is still a lack of research on the characteristics of employees within multinational corporations, career management and career attitude.

Therefore, based on job insecurity, and individual, job and career characteristics of employees working in multinational corporations, this study examines the effects of career commitment and career attitude through empirical analyses, and tries to propose improved plans for human resource management for career, career commitment and career attitude of future employees in the aspect of organizational management.

## **THEORY AND HYPOTHESES**

### **Job Insecurity in Corporation**

In general, job insecurity is defined as a sense of threat due to anxiety or possibility of job loss, or can also be defined as a sense of helplessness that comes from being unable to maintain a desired job in a difficult situation (Brokner, Grover, Reed, & DeWitt, 1992; King, 2000; Cavanagh & Noe, 1999). Greenhalgh and Rosenbatt (1984) described the components of job insecurity as two factors: the recognition of job lost and helplessness. Job insecurity can come from voluntary retirements, layoffs when restructuring, and it can be affected by dismissals due to job loss within organizations, problems of job itself, lack of promotion opportunities, job or organizational changes, introduction of performance culture and leadership (Park, 2001; Ahn & Park, 2009; Lee & Choi, 2006).

Roskies and Louis-Guerin (1990) refers to the risk level of companies, personnel reduction, organizational restructuring as environmental requirements that affect job insecurity of employees. Precedent studies suggest that job insecurity felt due to these factors can negatively affect job commitment and job satisfaction. In addition to voluntary and involuntary dismissals, employees also feel the threat of job insecurity due to demotion of positions, job transitions, loss of promotion opportunities, voluntary retirements caused by restructuring, early retirement, honorary retirement, being urged to resign for organizational changes or poor performances (Elst, De Cuyper, & De Witte, 2011; Staufenbiel & Konig, 2010). Therefore, job insecurity stimulates turnover intention, creates resistance to changes, and establishes unstable relationship with firms.

In this respect, previous studies have clarified the relationship among various job factors according to job insecurity. For example, Park (2001) explained job insecurity environments negatively affect job commitment and knowledge sharing through organizational and job characteristics. Huh and Chung (2016) also described that job insecurity

increases intention to leave, which in turn has a negative influence on organizational commitment and job performance. In addition, Park and Lee (2004) explained that job insecurity eventually has a negative effect on job performance by reducing trust in organizations, and enhances altruistic behaviors. In other words, job insecurity within organizations has a direct effect on various variables such as career commitment, organizational commitment, and organizational loyalty (King, 2000).

Employees of Korean companies in the past tended to be loyal once they entered companies, and viewed them as lifelong jobs (Kwak, Park, and Yoon, 2011). However, since the 1997 IMF and the Lehman Brothers' Financial Crisis in 2008, the employment market and the organizational management strategies of corporations have changed (Ji, 2011), and thereby the job insecurity of Korean society has also increased since 2007. As a result, various studies are being conducted on this matter. Most of these studies deal with outcomes and factors that contributed to the job insecurity of organizations, which include a study that verified the factors of job insecurity and organizational performance as a social support control through a sense of helplessness of employees to maintain the situation that threatens their jobs (Koh, 2008), a study that researched the effect of job insecurity on executives' trust and organizational cynicism as the degree of threat felt by individuals (Park & Park, 2008), a study that dealt with the relationship between job insecurity and job attitude in situations where employments are threatened (Seo, 2012), a study that examined the relationship between job insecurity and turnover intention (Lee & Cho, 2013), etc. Also, studies that explored the correlation between job insecurity and organizational effectiveness include the relationship between job insecurity and organizational effectiveness due to the relationship between trust in managers and self-efficacies (Baek, & Shin, 2014), the relationship between job insecurity and organizational effectiveness of small and medium-sized businesses (Bae, 2015), and the relationship between job insecurity and organizational effectiveness of control supervisors with efficacies and trust adjustments (Joh, 2015).

In recent years, researches on job insecurity and psychological factors have also initiated actively. As the interest of emotional workers increases, studies on psychological exhaustion and stress have also increased. Psychological studies on the stress and depression of employees followed by job insecurity, such as a study on job stress and job insecurity (Oh, 2016; Yu, Lee M., & Chung K., 2016), a study on job related depression and anxiety due to workers' job insecurity (Ha & Park, 2016), have been carried out. In regard to the effects of unemployment and perceived job insecurity in relation to psychological and physical dissatisfaction, researches show that unemployment is more harmful than job insecurity in terms of life satisfaction, and job insecurity has been proved to be more harmful than unemployment in psychological dissatisfaction (Griep, Y. et al. 2016). In the Korean society currently, the concept of lifelong job is disappearing, and the definition of work life and the change of job management strategies in corporations required by job transition, job flexibility and individual career management are demanded. Furthermore, not only job movements, but also the management of individual career cycle is becoming an important issue for employees (Yoon, Jung, & Choi, 2010). Therefore, in addition to the scope of research on attitude and satisfaction of employees, now it is necessary to carry out various job management researches to determine what changes are taking place in terms of characteristic changes of employees and personal career management according to job insecurity.

### **Influence Factors on Job Insecurity**

#### *Job Insecurity and Individual Characteristics*

In the performance-oriented organization culture and job insecurity in the era of infinite competition, organizational members strengthen their capacity, career and job management activities. As a result, the career management of individuals is influenced depending on individual characteristics such as self-efficacy and desire for development. As job insecurity grows, cognitive decisions about individual tasks and changing dynamic thinking also vary depending on self-efficacy.

Self-efficacy refers to the capability of individuals in organizations to assess their own abilities based on emotional responses (Huh 2012). This is an assessment of individuals' abilities to achieve in any situations based on their beliefs in their ability to perform in given environments and jobs (Wood, Mento, & Locke, 1987). Self-efficacy can be categorized into four factors, which are success experience, surrogate experience, linguistic persuasion and psychological status (Bandura, 1977). Studies have shown that self-efficacy can have positive effects on organizational

commitment by influencing individual attitudes, behaviors and performances (Lee & J. Kim, 2012; W. Kim, 2013; Chang & Koh, 2011).

However, when the self-efficacy of the members who feel job insecurity is lowered, then organizational commitment is also lowered (Kwon, Kim J, Lee H, & Lee Y., 2012; Joh, Choi, & Yang, 2012). Employees with higher self-efficacy tend to feel less insecure even when under job insecurity, and find more career growth opportunities to develop their own abilities and to be recognized in other settings (Lee & Chung 2011). As a result, job insecurity has the effect of lowering self-efficacy and job commitment or organizational trust in highly self-efficacious employees, thereby making them focus on personal careers and personal activities (Baek & Shin 2014).

In the case of employees with excellent desire for growth and job performance within organizations, they can improve their job effectiveness through their relationships with supervisors or the supports of organizations, and job commitment can also have a positive effect on satisfaction (Janssen & Van Yperen, 2004). Organizational members have relatively low organizational commitment when working in an environment where they cannot be guaranteed with lifelong job as in the past, but rather they are increasingly motivated to build their competitiveness through career management. Depending on the intensity of their growth needs, they can be influenced by their job characteristics, and their job commitment can be enhanced when the fairness of organizations are secured and when their growth needs are strengthened (J. Lee & S. Chung, 2010). Individuals' desire for growth is a desire for self-development through jobs, a desire for self-esteem, and a desire for self-realization. When job insecurity and job uncertainty occur, individuals try harder to manage their career for growth needs through their job commitment in organizations. As a result, the desire for growth can be defined as a desire for self-esteem in relation to the desire to grow and develop in organizations, and can be manifested as individual characteristics in uncertain employment environments (Lee & Choi, 2006). The desire can be seen as a positive factor for strengthening organizational commitment and job performance, but previous researches also confirm that it can be changed as an influencing factor of other goals such as personal goals or career commitment within organizational environment of job insecurity. Therefore, this study suggests the following hypothesis that supports the idea that job insecurity also directly affects individual characteristics such as self-efficacy or growth desire improvement in multinational corporations.

**Hypothesis 1:** Job insecurity within multinational corporations affects individual characteristics of employees

#### *Job Insecurity and Job Characteristics*

A Job is an aggregate of positions with similar tasks, and as a part of work assigned to an employee, it refers from movement elements to physical elements and mental efforts, and includes the structure, conduct, content, ability and knowledge of a given task (Park, 2001). Jobs require pursuing better results in competitions among individuals (Brown, Cron, & Slocum, 1998) and efforts through well-intentioned competitions (Brown & Peterson, 1994). Previous studies have examined the relationship between job satisfaction and motivation along with the relationship between job performance and organizational performance among employees under organizationally instable situations (Nam & Yoo, 2017; Lee & Chung, 2011; G. Kim, 2013). As typical examples, Hackman and Lawler (1971) studied the relationship among job characteristics, job satisfaction and organization commitment such as diversity, autonomy, job identity, feedback and contacts with others. In addition, Hong (2007) distinguishes job suitability, job challenge and job autonomy in terms of enhancing organizational effectiveness, in this way, Hong has studied the utility of job expectations by defining the extent to which current jobs fulfill valuable career outcomes.

When engaged in jobs, organizational members acquire meanings, accountability, and knowledge of results (Hackman & Oldham, 1976), and job characteristics within organizations appear as factors like job availability and job challenge. However, if the expected utility or challenge of jobs is inadequate, the members of organizations will feel job insecurity, and job insecurity within organizations can also negatively affect the job utility and challenge of employees (Atchison, 1991). Schreurs, et al. (2010) emphasizes that job control and job efficacy can alleviate negative roles in short – and long-terms. In particular, job insecurity can mitigate employment stability performance, which may interfere with the performance of employees and of which job efficacy is negative. Especially, companies expect voluntary and creative organizational behaviors from organizational members in terms of effective and efficient organizational behaviors. Among job characteristics that maximize the management performance of organizations, job challenge improves organizational commitment through internal and external job satisfactions. Medford (1986)

explained that job challenge is a mental ability to perform self-duties, and is related to job, not independent functions, and related to qualitative characteristics, not quantitative characteristics (Joo, Yoon, & Kim, 2007).

In the end, job characteristics of employees have direct effects on job satisfaction and commitment, but they can influence career commitment or attitude of individuals rather than job due to job insecurity. These characteristics are not exceptions for multinational corporations. Therefore, this study supports the following hypothesis that job insecurity of multinational corporations affects job characteristics of employees

**Hypothesis 2:** Job instability within multinational corporations affects job characteristics of employees

*Job Insecurity and Career Characteristics*

Career refers collectively to a person's position, job, and experience achieved throughout a lifelong process (Hall 1976). The term career, which is used in various ways, has the meanings of self-realization method and personal life design in psychology, power in market in economics, and mutual relationships in history (Kim, 2000). As career characteristic variables, career identity (Wing & Gould, 1979), satisfied expectation (McGinnis & Morrow, 1990), career change experience (Cherniss, 1991) and expected utility of jobs (Chun, Lee, & Park, 2012) are suggested.

Among them, career satisfaction is assessed from the subjective viewpoints of oneself, and it is an indicator of subjective career success (Abele, Spurk, & Volmer, 2011), a degree of positive acceptance of one's own values and career as emotional responses to one's own career. In addition, it can also be defined as the degree of acceptance of conflicts between a given job and career sub-identity (Hall 1971). It is a choice of individuals' lives, and it varies according to individuals' personalities, abilities and various other factors (Cho & Ha, 2010). Career satisfaction is also closely related to autonomy (Breugh 1985; Hackman & Lawler, 1971), as well as personal career characteristics such as individual and career commitment (Iverson, 1992; Baugh & Roberts, 1994; Lee, 2000). Career satisfaction is a satisfaction with individuals' values and subjective psychological personalities, and there are individual differences even if occupations and careers are the same (Greenhaus, Parasuraman, & Wormley, 1990). Recent studies on career satisfaction include career commitment through job suitability of organizations and individual characteristics, effects of career satisfaction (Chun, Lee, & Park, 2012), career attitude and satisfaction (Bae, 2014), the effect of job stress on career satisfaction (Maeng & Lee, 2014), and the effect of employment possibility on career satisfaction (Ha & Chang, 2015).

Career growth opportunities are spreading to the notion that individuals do not growth opportunities only through certain organizations that they thought of as their lifelong job, but that they manage career and create their growth opportunities by themselves. In the 20th century, career growth opportunities were limited to rewards or promotions within particular organizations. In recent years, however, employees have improved their careers through educational, training and development opportunities provided by organizations, and the concept of career growth has extended beyond the level of organizations to improving competitiveness within industries (Nouri & Parker, 2013). Referring to previous studies, the study of Chay and Aryee (1999) explains that career growth opportunities can be linked to job exhaustion and turnover intention according to pro-team careers and the proliferation of non-career concept, career growth opportunities depending on job commitment can affect job satisfaction or career success (Park & Joh, 2009).

Employees strive to manage and satisfy their personal careers beyond specific organizations through career growth opportunities and career satisfaction, and such traits are influenced by job insecurity factors. In particular, since job insecurity acts as a factor that strengthens individuals' competitiveness in the external labor market, it can be linked to the development of career characteristics for strengthening educational activities to acquire career growth opportunities and job transition for career success and satisfaction (Eby, Butts, & Lockwood, 2003). Based on the assumption that this phenomenon will be applied to the members of multinational corporations, hypothesis 3 of this study suggests the following idea.

**Hypothesis 3:** Job insecurity in multinational corporations affects career characteristics

## **Career Commitment and Attitude**

### *Career Commitment and Individual, Job, and Career Characteristics*

Career commitment refers to the ability to cope with any situations in order to pursue career goals with an emotional concept that equates with a set of related jobs in a particular field of occupation (Aryee & Tan 1992). Carson and Bedeian (1994) distinguish career commitment as a multidimensional concept such as career identity that assimilates with career and emotions, career plan that clarifies development desire, and career resilience that overcomes difficulties in career development process. In previous researches related to career commitment, the relationship among personal characteristics, career plan and satisfaction such as self-efficacy, self-esteem and desire for growth can be found (Kim, Nam, & Hyung, 2015). The personal, occupational, and career characteristics of organizational members have various relations with career commitment and have great influence on it. In previous studies, Lee (2000) empirically defined job commitment, individual characteristics and personal characteristics as variables that affect career commitment. Seo, Park, Kim, and Kim (2003) studied career expectation, and how career commitment influences career management. Lee and Choi (2006) analyzed the relationship between career characteristics and commitment. Kim (2009) explained how growth needs and career esteem affect career commitment.

As mentioned above, the characteristics of employees in various aspects such as career characteristics, growth desire, and job characteristics influence career commitment, which predict that the employees of multinational corporations will also form the same relationship. Thus, this study designed hypotheses 4-6 as follows and tried to verify them.

**Hypothesis 4:** Individual characteristics of employees in multinational corporations affect career commitment.

**Hypothesis 5:** Career characteristics of employees in multinational corporations affect career commitment

**Hypothesis 6:** Job characteristics of employees in multinational corporations affect career commitment.

### *Career Attitude and Individual, Job, and Career Characteristics*

Career attitude includes cognitive factors such as beliefs, thoughts, knowledge as well as evaluative, emotional and behavioral factors. The career attitude of individual employees is based on the concept that emphasizes self-initiatives and values. Currently, the scope of career attitude has shifted and extended to the notion of non-career attitude and protean career attitude as a result of lifelong career perception, not lifelong job perception (Briscoe & Hall, 2006). Career attitude also refers to self-directed career management strategies (Briscoe & Hall, 2006). The more self-directed, the more positive attitudes toward career choice and career growth opportunities for self-growth (Hall, 1976).

As with career commitment, career attitude is also influenced by individual, job, career factors of employees. Self-identity or adaptability, which is an individual characteristic of psychological aspects, affects individuals' competence while increasing continuous learning process, and influences career attitude to grasp learning methods (Hall, 1996, 2004). Looking at previous studies, the relationship between individual characteristic and career attitude (Kim & Chung, 2011), the relationship between job characteristics and career attitude (Kim et al., 2015) the relationship between career characteristics, career satisfaction and career attitude (Bae, 2014) have already been proved empirically. In the past, the career of organizational members was recognized as responsibilities within organizations in general. Recently, however, in a situation where job security has become more common, individual career depends on the ability and capacity of individuals. It is important to have job attitude that continues to create career paths by committing in areas which individuals like and value, while managing career with self-initiative (Inkson, 2006). This phenomenon can be expected to occur equally among the members of multinational corporations, and thus hypotheses 7-9 are set as follows.

**Hypothesis 7:** Individual characteristics of multinational corporations affect career attitude

**Hypothesis 8:** Job characteristics of employees in multinational corporations affect career attitude

**Hypothesis 9:** Career characteristics of employees in multinational corporations affect career attitude

*Career Commitment and Attitude*

If organizational commitment and career commitment fall under job insecurity environment, the career attitude of employees will be affected. Career commitment is a condition of emotional bonds to a particular career (Kim, 2002), and also refers to a motivation to work in the job one has chosen and his attitude toward the job (Blau, 1985). It is influenced by demographic, individual, job, role, social and career characteristics (Aryee, Chay, & Chew, 1994; Chang, 2007; Lee, 2000), and eventually affects career attitude (Brisoco et al., 2006). Regarding how career attitude relates to intention to change career, intention to leave, skill development ability and Career commitment, Kim (2002) proved that career commitment has a direct effect on career attitude. Lee and Choi (2006) also explained the relationship between career commitment and career attitude within career management as a positive influence. Thinking that the results of these studies will be the same for the members of multinational corporations, hypothesis 10 is set as follows.

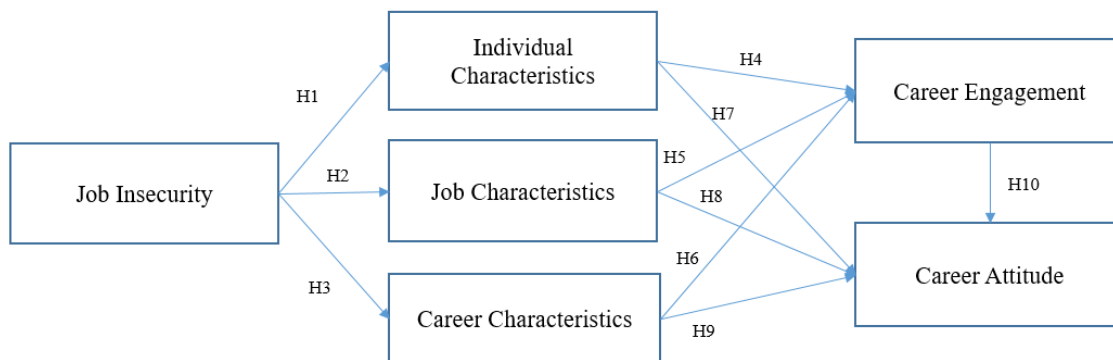
**Hypothesis 10:** Career commitment of employees in multinational corporations affects career attitude

**METHOD**

**Research Model**

The Purpose of this study is to examine the relationship between job insecurity and career commitment through the individual, job and career characteristics of job insecurity in multinational corporations. Based on the research hypotheses derived from previous studies, the conceptual model of this research is constructed as shown in Figure 1. In this study, personal efficacy and desire for growth were focused as individual characteristics, and job availability and job challenge were focused as job characteristics, and career growth opportunities and career satisfaction were focused as career characteristics. Then the following model was established.

**Figure 1.** Research model



**Variables and Analytic Approach**

The measurement items used in this questionnaire were designed based on the 5-point Likert scale (1=not at all, 5=very much) and the organizational definitions and measurement questions of each variable were designed based on previous studies (See Table 1). Job Insecurity, which is an independent variable, is designed based on the study by Brokner et al (1992), Park & Lee (2004) Lim (2005) and based on factors of dissatisfaction on job loss, possibility of additional reduction measures, uncertain future and employment stability.

Among the mediating factors, Individual characteristics used self-efficacy and growth desire factors. The research tool used in measuring self-efficacy measured 4 items based on studies by Kim and Cha (1996), Hyun (2005) and Baek (2011). Based on the studies of Hackman and Oldham (1980), 4 items for the growth desire was designed, including

“I like to learn a new job”, “I have a desire to feel a sense of achievement from work”, “I want to improve and develop through job performance”. Job characteristics were used as items composed of job expected utility and job challenge. In regard to job expected utility, three items suggested by Lee (2000), Greenhasu et al., (1990) were used after revising them. The three items are “Performing well in a job will give experience in career development”, “Current job helps in achieving future career goals”, “New knowledge and techniques can be obtained through current job”. For the measurement of job challenge, 3 items mentioned by Kim (1988), Taber, Beehr, & Walsh (1985) are used. Among them are “Develop skills in the course of performing a job”, “my job requires obtaining new knowledge”.

As subordinate variables, career characteristics can be divided into career growth opportunity and career satisfaction. Career growth opportunities are based on previous research by Chay and Aryee (1999), Nouri and Parker (2013), and it can be defined as ‘the degree to which one feels that he can improve and develop his career through current organization’. As a measurement tool, 4 items are used, which are “my job is useful for achieving my career goals”, “my job is related to growth and development”, “my job helps in establishing career”, and “working in a company contributes to my career”. As a measurement tool for career satisfaction, a research by Greenhaus et al., (1990) is used after revising. There are 4 items in this measurement, among them are “I’m very satisfied with my job experience”, “I’m satisfied with my job experience in general”, “I’m satisfied with my career in the aspect of meeting my economic goals”. For career commitment, 4 items were derived from the study of Blau (1989). They are “I want to continue my career in my profession”, “I will continue to work even if I have enough money”, “I won’t give up my job because I like to work” and “I want to work for a lifelong career”.

Finally, career attitude is related to self-directed that measures the degree to which a person takes a leading role in career management, and value-driven that measures the degree to which a person wants to base his value (Briscoe & Hall, 2006). This study supplemented value-driven and self-directed, which are measurement tools developed by Briscoe and Hall (2006), and designed 8 items.

**Table 1. Variable Definition**

<b>Factors</b>	<b>Operation Definition</b>	<b>Items</b>	<b>Reference</b>
Job security	Refers to anxiety and concern about the subjective state of employment felt by the members of organizations.	4	Brokner et al. (1992), Park and Lee (2004), Lim (2005)
Individual Characteristics	Refers to a desire for faith and accomplishment to successfully accomplish a task	8	Kim and Cha (1996), Baek (2011) Hackman and Oldham (1980)
Job Characteristics	Refers to the extent that a person expects to achieve in career challenge and career result when performing a task	6	Kim, H. K. (1988), Taber et al. (1985), Greenhaus et al. (1990), Lee (2000)
Career Characteristics	Refers to performance ability that a person has improved for his career goals, and his satisfaction and expectation for career	8	Chay and Aryee(1999), Nouri & Parker (2013),Greenhaus et al. (1990)
Career Commitment	Refers to the degree of motivation to maintain meaning and continuity in career goals set for employment retention	4	Blau (1989)
Career Attitude	Refers to the value of an individual, not an external factor for career management	8	Briscoe and Hall (2006)

This survey was conducted from February 18th to 28 in 2017. It was carried out for multinational corporations that have entered the domestic market mainly in Seoul and metropolitan areas, and a total of 394 people were surveyed using online and offline questionnaires. 28 questionnaires that seemed to be insincere and defective were excluded, and only 366 questionnaires were included for the data analysis. SPSS 24.0 was used for the demographic characteristic of the data, the descriptive statistics of variables and normality, where as AMOS 22.0 was used for the structural equation model to understand the relationship between regression analysis and path analysis. For coefficient measurement method, Maximum Likelihood Estimation (MLE) was used, and for indirect effect analysis, Sobel test was used to verify the statistical significance of the mediator effect since individual verification is difficult when there is more than one variable.



**RESULTS**

**Demographic of Respondent**

67.8% of respondents were women aged 30~50, and among them, 10.1% were under 30, 34.4% were 30~40, 35.8% were 40~50, 19.7% were over 50. In the survey of job experience period, 3.8% were less than a year, 12.8% were more than a year and less than 5 years, 17.2% were more than 5 years and less than 10 years, 18% were more than 10 years and less than 15 years, and 48.1% were more than 15 years. In regard to their work positions, 15.0% were staffs, 9.8% were assistant managers, 11.5% were department managers, 16.4% were deputy general managers, 19.1% were directors, and 28.1% were board members. In other words, more than 40% belonged to senior groups of department managers and board members. As for jobs, 36.3% were engaged in personnel matters, 10.7% in finance & management, 7.7% in R&D, 32.0% in sales & marketing, 2.2% in production management, 11.2% in strategy and planning. In other words, people engaged in personnel matters and sales & marketing were about 70%. As for types of work, 8.2% in IT/information and communication, 8.2% in finance and insurance, 36.1% in retain industry, 5.7% in service industry, 19.9% in research and development, 21.9% in manufacturing/production. Retain and service industries accounted for 41.8%.

**Table 2.** Demographic of respondent

	<b>Division</b>	<b>Frequency</b>	<b>Rate</b>
Age	Male	118	32.2
	Female	248	67.8
Age	Under 30	37	10.1
	30~40	126	34.4
	40~50	131	35.8
	Over 50	72	19.7
Education	High School	21	5.7
	University	231	63.1
	Graduate School	105	28.7
	Doctorate	9	2.5
Position	Staff	55	15.0
	Assistant Manager	36	9.8
	Department Manager	42	11.5
	Deputy General Manger	60	16.4
	Director	70	19.1
	Board Member	103	28.1
Type of Work	IT/Information and Communication	30	8.2
	Finance and Insurance	30	8.2
Retain Industry	132	36.1	
	Service Industry(Including Education)	21	5.7
	Research and Development	73	19.9
	Manufacturing/Production	80	21.9
Human Resources	133	36.3	
	Finance & Management	39	10.7
	R&D	28	7.7
	Sales & Marketing	117	32.0
	Production Management	8	2.2
Strategy & Planning	41	11.2	
Experience	Less than a year	14	3.8
	More than a year-Less than 5 years	47	12.8
	More than 5 years-Less than 10 years	63	17.2
	More than 10 years-Less than 15 years	66	18.0
	More than 15 years	176	48.1
Total		366	100.0

**Analysis Results of Reliability and Validity**

A 2-step approach was used to analyze the reliability and validity of structural equation model (Anderson, James, Berbing, & David, 1988). If a composite reliability index is over 0.7, it can be said that internal consistency reliability is secured (Mishel & Bernstein, 1994). In addition, convergent validity was assessed by factor loading, Cronbach  $\alpha$  and composite reliability index. If factor loading is over 0.7, Cronbach  $\alpha$  is over 0.7 and statistically significant, it can be said that intensive validity is secured (Gefen, Straub, and Boudreau, 2000).

**Table 4.** Results of reliability and convergent validity test

Factor	Measurement Item	Factor Loading	t value	CR	AVE	Cronbach $\alpha$
Job insecurity	US1	0.822	-	0.837	0.632	0.812
	US2	0.777	12.895			
	US3	0.714	12.424			
Individual Characteristics	IC6	0.866	-	0.890	0.736	0.769
	IC7	0.857	15.589			
	IC8	0.561	10.707			
Job Characteristics	JC1	0.658	-	0.924	0.715	0.871
	JC2	0.825	13.44			
	JC3	0.887	14.139			
	JC4	0.799	13.114			
Career Characteristics	CC5	0.787	-	0.883	0.658	0.818
	CC6	0.842	15.622			
	CC7	0.607	11.273			
	CC8	0.691	12.996			
Career Commitment	CE2	0.763	-	0.799	0.574	0.791
	CE3	0.858	13.578			
	CE4	0.624	11.115			
Career Attitude	CA5	0.552	-	0.860	0.610	0.747
	CA6	0.663	8.775			
	CA7	0.810	9.452			
	CA8	0.644	8.631			

The results of the reliability and validity of the measurement model are shown in Table 4. Since the composite reliability is 0.799~0.924, the internal reliability is secured. The factor loading is 0.552~0.887 and all t values are over 1.96, which means it is statistically significant. If factor loading is less than 0.4, analysis should be done after removing measurement variables. When factor loadings that have low measurement variables are included, explanation power may be low, so it needs to be cautious when interpreting the results (Hulland, 1999). The value of composite reliability and Cronbach  $\alpha$  is 0.747~0.871, and Average Variance Extracted (AVE) value is 0.547~0.736, which means focus validity is secured.

In order to ensure discriminant validity, there should be a clear difference among the measure values of each variable, and the most important standard for judging discriminant validity is the AVE value. If the square root value of AVE obtained among each latent variable is larger than the correlation coefficient of each latent variable, it can be said that the discriminant validity is secured among each latent variable (Fornell & Larcker, 1981). Table 5 shows the AVE value and correlation coefficients among each latent variable. Since the square root value of AVE of each latent variable is larger than the correlation coefficient of other variables, it can be said that the measurement tool secured the discriminant validity.

**Table 5.** Correlation Matrix and AVE

Division	AVE	Job insecurity	Individual Characteristics	Job Characteristics	Career Characteristics	Career Commitment	Career Attitude
Job insecurity	0.632	0.795					
Individual Characteristics	0.736	0.156	0.858				
Job Characteristics	0.715	0.027	0.473	0.846			
Career Characteristics	0.658	-0.058	0.339	0.598	0.811		
Career Commitment	0.574	0.021	0.422	0.494	0.506	0.758	
Career Attitude	0.610	0.029	0.387	0.434	0.408	0.417	0.781

**Note:** The thick part of diagonal line represents the square root value of AVE of each variable

*Analysis Results of Structural Model*

Table 6 shows the results of evaluating the fit of the structural model. According to the fit standard of Gefen et al., (2000),  $\chi^2(p)$  is 473.127 (0.000), less than acceptance level, but  $\chi^2/\text{freedom degree}$  is excellent with 2.426. GFI (Goodness-of-Fit-Index) is 0.896, less than 0.9, but AGFI (Adjusted Goodness-of-Fit-Index) is good with 0.865. NFI (Normal Fit Index) is 0.873, and RMSEA (Root Mean Square Error of Approximation) is 0.063, which is comparatively outstanding. Moreover, CFI, which indicates the explanatory power of the model without being influenced by samples, is 0.920, and TLI, which judges both explanatory power and simplicity at the same time, is 0.906, thus it can be judged that the final model is comparatively fit.

**Table 6.** Model fit indices for the structural models

Model	$\chi^2(p)$	df	$\chi^2/\text{Freedom Degree}$	RMSEA	GFI	AGFI	NFI	CFI	TLI
Original Model	607.572(0.000)	199	3.053	0.075	0.869	0.834	0.837	0.883	0.864
Final Model	473.127(0.000)	195	2.426	0.063	0.896	0.865	0.873	0.920	0.906

The results of hypothesis testing are shown in Table 7. As a result of examining the influence of individual, job, career characteristics of job insecurity, the influence on individual characteristic was 0.159 ( $p < 0.05$ ), but the hypothesis that job insecurity affects job characteristics and career characteristics was rejected. The influence of career characteristics on career commitment showed the strongest influence with path coefficient 0.308 ( $p < 0.001$ ), and individual characteristic was 0.233 ( $p < 0.001$ ), and job characteristic was 0.233 ( $p < 0.05$ ). The influences on career attitude were in order of individual characteristics 0.190 ( $p < 0.01$ ), career commitment 0.181 ( $p < 0.05$ ), job characteristic 0.170 ( $p < 0.05$ ) and career characteristic (0.161 ( $p < 0.05$ )).

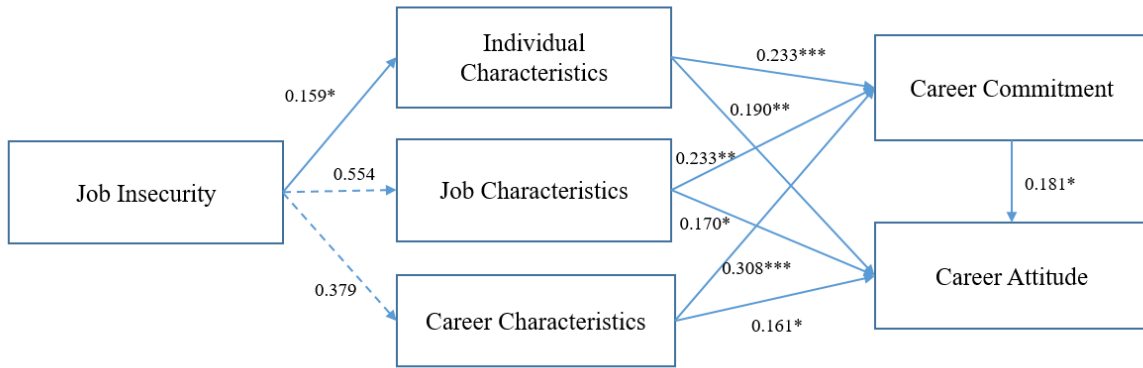
**Table 7.** Results of Hypothesis Test

Hypothesis(Path)	Path coefficient	T Value	P Value	Adopted/Rejected	R2
Job Insecurity->Individual Characteristics	0.159	2.556	0.011*	Adopted	0.025
Job Insecurity->Job Characteristics	0.036	0.592	0.554	Rejected	0.001
Job Insecurity->Career Characteristics	-0.055	-0.879	0.379	Rejected	0.003
Individual Characteristics->Career Commitment	0.233	4.038	***	Adopted	0.300
Job Characteristics-> Career Commitment	0.233	3.252	0.001**	Adopted	
Career Characteristics-> Career Commitment	0.308	4.139	***	Adopted	
Individual Characteristics-> Career Attitude	0.190	2.945	0.003**	Adopted	0.233
Job Characteristics->Career Attitude	0.170	2.209	0.027*	Adopted	
Career Characteristics->Career Attitude	0.161	1.978	0.048*	Adopted	
Career Commitment->Career Attitude	0.181	2.333	0.020*	Adopted	

**Note:** \*  $p < 0.05$ , \*\*  $p < 0.01$ , \*\*\*  $p < 0.001$

Figure 2 shows the results of the structural analysis conducted to verify the relationship among individual, job and career characteristics, career commitment, and career attitude which affect the job insecurity of multinational corporations.

**Figure 2.** SEM analysis of Research Model



**Note:** \*  $p < 0.05$ , \*\*  $p < 0.01$ , \*\*\*  $p < 0.001$

In the case of including more than one parameter, it is difficult to perform individual verification of indirect effects. Therefore, the statistical significance of parameters was verified through Sobel test. This test is a post-test for the significance of indirect effects, using non-standardized accounting coefficient and non-standardized standard errors. If the verification result value  $z$  is greater than 1.96 or less than -1.96, it is determined that the mediating effect is significant (Baron, Reuben, Kenny, & David, 1986). The results of Sobel test showed significant results that the indirect effect statistic that job insecurity has on career commitment through individual characteristic is  $z = 2.122 (p < 0.05)$ , and the indirect effect statistic of career characteristic was  $z = -4.402 (p < 0.001)$ . The indirect effect statistic of individual characteristic on career attitude through career commitment was  $z = 4.178 (p < 0.001)$ . The indirect effect statistic of job characteristic on career attitude through career commitment was  $z = 4.193 (p < 0.001)$ . The indirect effect statistic of career characteristic on career attitude through career commitment was  $z = 4.466 (p < 0.001)$ . The indirect effect statistic of job insecurity on career attitude through individual characteristic was  $z = 2.114 (p < 0.05)$ . The indirect effect statistic of job characteristic on career attitude through job characteristic was  $z = -4.134 (p < 0.001)$ . The direct, indirect and total effects of the research model are shown in Table 7. As a result, it was shown that job insecurity indirectly affects career commitment and career attitude through individual and career characteristics, and individual, job and career characteristics have indirect and indirect effects on career commitment, as well as on career attitudes.

**Table 8.** Results of indirect, direct and total effects

	<b>Explanatory Variable</b>	<b>Direct Effect</b>	<b>Indirect Effect</b>		<b>Total Effect</b>
Individual Characteristics	Job Insecurity	0.159	-		0.159
Job Characteristics	Job Insecurity	0.036	-		0.036
Career Characteristics	Job Insecurity	-0.055	-		-0.055
Career Commitment	Individual Characteristic	0.233	-		0.233
	Job Characteristic	0.233	-		0.233
	Career Characteristic	0.308	-		0.308
	Job Insecurity	-	0.037*	(Individual Characteristic)	0.028
			0.008	(Job Characteristic)	
-0.017***			(Career Characteristic)		
Career Attitude	Career Commitment	0.181	-		0.181
	Individual Characteristic	0.190	0.042***	(Career Commitment)	0.233
	Job Characteristic	0.170	0.042***	(Career Commitment)	0.213
	Career Commitment	0.161	0.056***	(Career Commitment)	0.217
	Job Insecurity	-	0.030*	(Individual Characteristic)	0.033
			0.006	(Job Characteristic)	
			-0.009***	(Career Commitment)	
			0.007	(Individual Characteristic & Career Commitment)	
			0.002	(Job Characteristic & Career Commitment)	
			-0.003	(Career Characteristic & Career Commitment)	

**DISCUSSION AND CONCLUSION**

In this study, we investigated how the job insecurity of multinational corporations affects career commitment through individual, job, career characteristics. The results achieved through empirical analysis of this study can be summarized as follows. First, job insecurity had a significant effect on individual characteristic, but not on job and career characteristics. These results are in line with the results of Lee (2005), which suggests that the growth desire of individual characteristic within organizations influences career commitment. Therefore, in the case of employees with high growth desire are less aware of job insecurity. Second, individual, job and career characteristics have a positive (+) effect on the career commitment of employees. These results are consistent with the result of K. Lee (2006), which suggests a positive effect (+) on career commitment as a mediator of individual characteristic, and in the case of multinational corporations, it was confirmed that the factors which influence career commitment or attitude under job insecurity were more strongly influenced by individual characteristic than job or career characteristic. The employees of multinational corporations were also found to be better committed to their career in the case of employees who had a strong need for growth, job challenge and career satisfaction. Third, it was confirmed that career commitment directly affects attitude. This result is the same as a previous study (Kim & Chung, 2011; Choi & Yang, 2013). The employees of multinational corporations also develop career attitude through career commitment, resulting in career orientation. In addition, they may improve career management or internal job security or it can be said that they engage in active career development activities such as turnover in connection with external employment possibility.

Therefore, academic and practical contributions through this study can be summarized as follows. First, it is not necessary to study job insecurity in the concept of lifelong job. Since the financial crisis in 1997 and 2008, corporate restructuring, layoffs and voluntary retirements have influenced employees, and research on job insecurity has begun. However, the research was limited to domestic companies. This study, however, is significant in that it shows the relationship between job insecurity and career attitude and commitment of employees in multinational corporations that have increased in Korea.

Second, from the practical standpoint of human resource management, unlike domestic corporations, employees of multinational corporations are used to frequent turnovers due to the influence of open organizational cultures, and are

actively managing their own career with a high turnover intention. More flexible human resources management should be provided to the employees of multinational corporations who less tend to view a company as lifelong job than domestic corporations. In this regard, since individual characteristics have the greatest influence on career commitment and attitude, more considerations should be made to improve individuals' desire for growth and self-efficacy such as career development education programs for employees.

Third, multinational corporations have many opportunities to engage in global projects linked to companies that have their head office abroad. There is a need to revitalize the corporate culture that promotes internal networking activities so as to help employees develop career prospect and career identity to enhance the professionalism of employees and improve their job competence. On the personal level, career opportunities can be searched not in domestic but in both domestic and foreign countries, and individuals' career commitment is likely to affect organizational performance. Lastly, it is necessary to spread the concept of protean career and boundaryless career for employees so that they can prepare themselves for uncertain future, and not only focusing human resources policies that lower turnover intention and increase job performance. Since career management is the responsibility of employees, it is also necessary to change the consciousness of employees on organizational support so as to increase their market value in accordance with varying situations within organizations. In addition, it is the human resources management policy that enhances the internal market value within organizations and improves the commitment of employees so that organizational supports can be linked to organizational performances.

This study has aforementioned implications and meanings, but it also has the following limitations. First, the results of this study are similar to those of previous researches which suggest the subject has the characteristics of multinational corporations, but it affects career commitment and attitude according to individual, job and career characteristics. This may be because the variables that are based on previous studies cannot deal with discriminatory characteristics of multinational corporations. If the adjustment effect by multidimensional variables is verified through the interpretation of the relationship with the variables, it seems that the more in-depth results can be derived. Therefore, considering the lack of previous studies on multinational corporations, advanced studies with additional appropriate parameters are needed based on the Delphi technique. Second, since multinational corporations in domestic that have less than 50 employees are 85%, there may be differences in perception about career and job insecurity. Moreover, since the majority of jobs are human resources, sales and marketing, there limitations in generalizing the characteristics of multinational corporations. In order to overcome these limitations, it is necessary to conduct more extensive researches on the employees of global multinational corporations in the future.

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