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I hate my workplace but I am very attached to it. Workplace attachment style: an exploratory approach

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Workplace attachment style: an exploratory approach

Abstract

Purpose – The aim of this study was to investigate whether different patterns of workplace attachment exist and to explore the relations between adult attachment styles and the level of workplace attachment.

Design/methodology/approach – Participants were 351 Italian employees who completed a questionnaire composed of the Workplace Attachment Scale and the Relationship Questionnaire. Data were analyzed using correspondence analysis.

Findings – The results showed that high scores on workplace attachment correlated significantly with secure attachment style, while low scores correlated with insecure attachment styles. These results shed light on different workplace attachment styles.

Research limitations/implications – The limitation in this study mostly concern the use of self-reporting instruments to measure the participants' attachment style, since they may be susceptible to distortions. However, the distribution of attachment styles in our sample is similar to the worldwide distribution, which supports our choice.

Practical implications – To the extent that it is possible to identify a specific workplace attachment style, it should also be possible to change some of the HR management practices inducing employees to develop a workplace secure attachment style.

Originality/value – Researchers tended to ignore the extension of the adult attachment behavioral system to examine core environmental relationships. The present study, applying Attachment Theory to workplace attachment, provides theoretical support that the bonds that an individuals form with workplace can be classified as attachment bonds.

Keywords – Place attachment, Attachment Theory, secure, avoidant, preoccupied, workplace attachment.

Paper type – Research paper.

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Workplace attachment style: an exploratory approach

Introduction

Recently, there has been an increase in interest of the application of Attachment Theory

(Bowlby, 1969) in work and organizational psychology, with scholars (i.e., Harms, 2011; Paetzold,

2015; Richards & Schat, 2011; Scrima et al., 2015) that have highlighted the role that attachment

styles may play in describing and interpreting phenomena in the work environment. Conversely,

although the relationship between Attachment Theory and place attachment (a key concept in

environmental psychology: for a review, see Scannell & Gifford, 2010), have long been explored in

the literature, and the Attachment Theory has widely utilized in the formulation of theories

concerning affective bonds that individuals develop with their physical environment (Giuliani,

2003), only few studies have focused on the issue of place attachment style (Hidalgo, 2000;

Scannell & Gifford, 2013), only one was performed in the organizational context (Scrima et al.,

2014), and no studies to date have specifically focused on the issue of the possible associations of

attachment to the workplace with specific styles of attachment. However, we believe that applying

attachment theory to place attachment could provide important information for the development of

human resource management (Hom, Mitchell, Lee, & Griffeth, 2012). Specifically, the existence of

a specific employees' attachment style to the workplace, could induce Human Resources managers

to promote activities aimed changing the style of attachment to the workplace, hopefully from an

insecure style to secure one. In fact, although attachment styles are relatively stable over time, they

are also susceptible to environmental influences (Konrath, Chopik, Hsing, & O'Brien, 2014), so the

creation of supportive environments and organizational climates based on equity and trust could

help to change the employees' attachment style. These practices, already proven effective to modify

attachment styles among colleagues (Harms, 2011), may apply to change the workplace attachment

styles. Therefore, the aim of the present study is to extend this field of research by showing that

attachment styles can provide a better understanding of the process of workplace attachment.

Conceptual background and theory

The concept of place attachment under the light of Attachment Theory

For about twenty years, the concept of attachment has been at the heart of most environmental

psychology research on the links between individuals and the spaces to which they feel close

(Altman & Low, 1992; Giuliani, 2003; Hernandez, Hidalgo, Salazar-Laplace, & Hess, 2007;

Lewicka, 2011). Broadly speaking, place attachment is defined as an affective bond or link between

people and specific places (i.e. Hidalgo & Hernandez, 2001; Lewicka, 2005; 2010). Based on the

Theory of Place Attachment proposed by Shumaker and Taylor (1983) and further developed by

Giuliani (1991) and Altman and Low (1992), it is defined as the affective component of the

relationship between a person and a place (Bonnes & Secchiaroli, 1995; Fornara, Bonaiuto, &

Bonnes, 2009; Rioux & Pignault, 2013a).

The significance of attachment with respect to affective ties to environments and places has a

deeper psychological implication, as delineated in Attachment Theory (Bowlby, 1969), to the extent

that the main characteristic of the concept of attachment is the desire to maintain closeness to the

object of attachment; under this vein, the operational formulation of attachment theory, as it applies

to place behavior, points to its origin and meaning in response to the availability of close

relationships to people and, by extension, to the places of relational interaction. So, if we expand

the analysis of the dynamics of attachment behavior, it is possible to recognize its significance for

place attachment (Fried, 2000). If we include this specific property into the definition of place

attachment, it can be as follows: a positive affective bond between an individual and a specific

place, the main characteristic of which is the tendency of the individual to maintain closeness to

such a place (Hidalgo & Hernandez, 2001). In this specification, it is crucial the concept of *internal*

working model: in fact, according to Bowlby (1969), the remainders of social exchanges and

encounters are stored as mental representations of person-environment transactions, which he called

working models of self and other; these representations shape the functioning of a person's

behavioral system and the way he or she behaves in particular social situations.

In their study of adult attachment style, Bartholomew and Horowitz (1991) suggested that

internal working models differ according to whether visions of the self and others are positive or

negative (figure 1). Consequently, these perceptions lead to four main patterns of attachment,

secure, preoccupied, dismissive and fearful. The secure attachment style is characterized by positive

images of both the self and the other. Secure individuals have a sense of worthiness and an

expectation that other people will be supportive, accepting, and available. Preoccupied individuals

have a negative image of self and a positive image of others. They view themselves as unworthy

and others as rejecting. The dismissive style is typified by a negative image of others and a positive

image of the self, indicating a sense of self-love combined with a negative disposition toward other

people. Finally, the fearful style is characterized by negative images of both the self and the others.

This category belongs to a very small percentage of the world population, often associated with

different psychopathological manifestations.

INSERT FIGURE 1

Bartholomew and Shaver (1998) confirmed this comprehensive model of adult attachment

styles using the Relationship Questionnaire, the Peer Attachment Interview and the Family

Attachment Interview. Correspondence analysis showed that the styles identified by these different

methods converged in the same quadrants. Thus, while measures of adult attachment differ in terms

of domain (family, peer, or romantic relationships), method (interview, Q-sort, or self-report),

dimensionality (categories, prototype ratings, or dimensions), and categorization systems, they

converge to varying degrees, especially when reliability and statistical power are sufficiently high.

The results produced by attachment researchers are all compatible with the idea that emotional

relationships with place usually are positive, but they can include fear, hatred, and ambivalence

(Manzo 2005). Negative emotions and thoughts about places can coexist with positive bonds,

creating complex meanings of and ties to places, that so can be the site of security, continuity, and identity as well as violence, shame, and alienation (Brown, Altman, Werner, 2012).

This is in line with the findings of Pietromonaco and Feldman Barrett (1997; 2000), who investigated the link between internal working models and everyday social interactions. Their results show that coexisting multiple attachment models correlate with interactions and contexts relevant for attachment and are determined by intimacy and affectivity in interpersonal relationships (Laurenceau, Pietromonaco & Feldman Barrett, 1998).

The workplace attachment and the workplace attachment styles

Workplace attachment is defined as the affective bond resulting from the dynamic interaction between a person and his/her organizational environment (Rioux, 2006a) and is considered to be an important aspect of the quality of work life. Several studies (e.g., Dinç, 2010) have shown that when employees are able to customize their workplace, they are more attached to it, and this raises the indices of the quality of work life such as job satisfaction, wellbeing and performance.

In line with the approach of Shumaker and Taylor (1983), workplace attachment is measured using one-dimensional scales, either in their original form or adapted to the specific place or population (Rioux & Mokounkolo, 2005; Velasco & Rioux, 2010). A large number of articles provide information about the effects of attachment to the workplace as an antecedent variable of organizational citizenship behaviors (Le Roy & Rioux, 2013) and job satisfaction (Rioux & Pignault, 2013b), also correlated with affective commitment (Velasco & Rioux, 2010).

Rioux (2005) proposed the first application of a scale[1] measuring workplace attachment among administrative staff. Subsequent use of this scale with hospital staff (Velasco & Rioux, 2010) and high school teachers (Rioux & Pignault, 2013a) showed that attachment to the workplace is a predictor of job satisfaction, of organizational affective commitment and organizational citizenship behaviours. Scrima (2014) found that the more employees are attached to their

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[1] This scale will become the Workplace Attachment Scale (EALT/WAS) in 2006

workplace, the higher their level of affective commitment. Researchers have also investigated place

attachment in various contexts. This approach has helped understand and explain processes,

behaviours, and, more generally, human-environment dynamics. However, this unidimensional

view can only quantify place attachment; attachment theory suggests that processes, behaviours,

and attachment dynamics are also influenced by the quality of attachment, in other words the

possible cognitive / behavioural patterns provided by the Attachment Theory.

There are several theoretical justifications for linking attachment styles to the workplace

(Paetzold, 2015). Hazan and Shaver (1990) suggested that employees work in a context in which

people differ in behavioral strategies for proximity maintenance. They found that secure adults

show a more positive attitude to their job, a positive evaluation of relationships in the workplace,

and fewer work-related fears. The secure attachment style appears to prevent a negative interference

between relational life and work. By contrast, preoccupied individuals are concerned with

maintaining proximity to their co-workers and they fear rejection as a result of negative

performance. This suggests that admiration and reassurance are the major forces directing the work

behavior of preoccupied adults. This attachment style interferes with job performance. For their part,

workers with a dismissive style use work to avoid social interactions; although they have average

scores on job satisfaction, these individuals appear to be less satisfied than their secure colleagues.

Scrima et al. (2014) and Scrima (2014) found that affective organizational commitment in a

sample of public and private employees was positively correlated with secure attachment in the

workplace and negatively correlated with anxious and avoidant styles. Also, Scrima et al. (2015)

found that adult attachment style, assessed by the Adult Attachment Interview (AAI), was

differently related to organizational commitment dimensions (Allen & Meyer, 1996): secure

workers had a higher mean score for affective commitment than avoidant and preoccupied workers;

normative commitment was higher in avoidant than in secure and preoccupied workers;

continuance commitment was higher in preoccupied than in secure and avoidant workers. Thus,

symbolic attachment to the organization (organizational commitment), in terms of its degree of

importance in personal life, could be determined from adult attachment style.

Paraphrasing Bartholomew and Horowitz's model of adult attachment (1991), individuals

with secure place attachment see the environment as a resource for people and vice versa.

Individuals with preoccupied place attachment feel anxious in their relationships with a specific

place, demonstrate a high level of dependence on it, and invest a significant amount of energy in

their relationships with it. Dismissive place attachment is characterized by social avoidance; these

individuals escape from a close relationship with the place and they are consequently counter-

dependent in their relationships. Finally, individuals with a fearful place attachment style are

socially avoidant because they are fearful of their own vulnerability in relation to the place. They

anticipate that the place will be hurtful and believe that they do not deserve to be treated well due to

their perceived personal shortcomings (Figure 2).

INSERT FIGURE 2

Following this reasoning, and in consideration of research evidence cited above, it is possible

arguing a correspondence between the styles of attachment and attachment to the workplace. So, the

aim of the present study was twofold: first, to identify the possible existence of work attachment

style; second, to explore the relations between adult attachment styles and level of workplace

attachment.

Method

Sample and procedure

Employees were recruited through personal and business contacts; letters explaining the study

and the requirements for inclusion were sent to 400 workers; 12.25% refused to participate. The

finale sample consisted of 351 employees in a large public-sector organization in Italy. The

participants ($N = 351$; 58% men, 42% women) had an age range of 18 to 60 years ($M = 43.0$, $SD =$

9.7) and organizational tenure of 1 to 30 years (M = 17.5; SD = 5.3), and 21% were temporary

workers. A survey in paper format was individually administered in the workplace during scheduled

work time, as part of a larger survey designed to investigate behaviour in organizations. To

guarantee anonymity, employees were asked to put the completed questionnaire in a dedicated

mailbox.

Instruments

To assess workplace attachment, we used the Work Attachment Scale (EALT/WAS)

validated by Rioux (2006a). This is a one-dimensional scale consisting of seven items (i.e. "This

workplace is part of myself"), with a five-point Likert response scale.

To assess adult attachment style, we used the Relationship Questionnaire (RQ) developed by

Bartholomew and Horowitz (1991). This scale is a prototypical instrument with five items. The first

describes a typological behaviour pattern of the four adult attachment styles and participants are

asked to choose the one that fits them best. They are then asked to rate their degree of

correspondence to each description in the other four items on a five-point Likert scale.

Statistical analysis

Correspondence Analysis (CA) is a statistical technique used primarily by social scientists

and behavioural researchers to explore the relations among multivariate categorical variables (de

Leeuw, 2005; Hoffman & Franke, 1986). CA is used less frequently in psychological research than

in other areas, but could be suitably applied to various psychological research questions (Doey &

Kurta, 2011). In fact, psychological researchers would be at a disadvantage if they were not aware

of the many benefits of CA, especially the graphical representation this statistical technique

provides, which facilitates the visualization of the associations between the rows and columns of a

table, and an inertia index that can be interpreted as explained variance of the model. The spatial

proximity of the categories can be read as an indicator of the association between them. More

specifically, close categories within the bi-dimensional space indicate a high probability of their association in the examined sample (Meulman & Heiser, 2001). This procedure also allows the relationships between variables to be explored, without assuming only linear trends between them, making each level independent of the other categories. In attachment theory, different authors have already used correspondence analysis. For example, van IJzendoorn and Bakermans-Kranenburg (2010) used multiple correspondence analysis to examine the invariance between adult attachment classifications and gender, age, culture, and socioeconomic status, using studies conducted with the AAI. Bakermans-Kranenburg and van IJzendoorn (2009), using the same analysis technique, examined deviations from a normative pattern of North American non-clinical mothers.

Results

Validity and temporal stability of measures

First, we verified the factor structure of the EALT/WAS. Principal Component analysis confirmed a one-factor structure with explained variance of 59% and Cronbach's Alpha of .88. Items saturated in the first component with a component weight range between .411 and .883.

Temporal stability was examined by re-administering the questionnaires three months later. For the first item of the Relationship Questionnaire identifying the self-attributed attachment style, we obtained a Kendall tau rank correlation coefficient of .84 (p < .001). With regard to average scores on the Workplace Attachment Scale at T1 and T2, we obtained a Pearson's correlation of .78 (p < .001).

Descriptive statistics

In our sample, 54% indicated a secure attachment style, 30% a dismissive attachment style, 12% preoccupied, and only 4% a fearful attachment style. To investigate this proportion in relation to worldwide distribution, we performed a X^2 test. A meta-analysis by Van IJzendoorn and

Bakermans-Kranenburg (1996) examined 33 attachment style studies based on the Adult

Attachment Interview and concluded that the worldwide frequency of the three main attachment

styles was as follows: 58% secure, 24% avoidant/dismissive, and 18% anxious/preoccupied.

Eliminating the fearful attachment style, in the present study, weighted percentages of these three

categories were: 56% secure, 32% dismissive, and 12% preoccupied. Table 1 shows that there are

no significant differences between our sample and those in the meta-analysis in terms of

percentages.

INSERT TABLE 1

Scores on the Workplace Attachment Scale ranged between 1 and 5 (M = 3.25; SD = .95)

with indices of Skewness and Kurtosis -.346 and -.374 respectively. To categorize this measure we

used percentiles. Results are shown in Table 2.

INSERT TABLE 2

Finally, we calculated parametric and non-parametric correlations among variables. Table 3

shows a relatively weak relation between attachment style and workplace attachment (Kendall's

Tau = .215, p < .01). Interestingly, adult attachment style was not correlated with sex (p = .514),

age (p = .221), organizational tenure (p = .742) or professional status (p = .619). This result

suggests that no other variable could influence our model.

INSERT TABLE 3

Exploratory analysis

To examine relations between adult attachment style and workplace attachment, we

performed Correspondence Analysis. Only two categorical variables were taken into account. To

evaluate adult attachment style, we used the first item of the Relationship Questionnaire

(Bartholomew and Horowitz, 1991) (a self-identification index of adult attachment style: Secure,

Dismissive, Preoccupied, Fearful) and the average score of the EALT/WAS evaluating the level of

workplace attachment, rated on a 5-point scale (from 1 = no attachment to 5 = very strong

attachment).

Table 4 summarizes the results of the model. First, we can observe that the linear correlation

(r = .215; p < .05) between variables is significant but very weak. This model is confirmed by the

X^2 test (p < .001) indicating significant relations among categories.

<div align="center">INSERT TABLE 4</div>

Figure 3 shows the joint correspondence analysis map. This model explains 39.9% of

variance. According to Meulman and Heiser (2001), the joint map explains relations between

categories. Level 5 of workplace attachment (WAS) is close to the dismissive and fearful

attachment style. Secure attachment is close to level 4 of workplace attachment and very far from

level 5. Level 2 of workplace attachment is close to preoccupied attachment, and finally Level 1 is

close to fearful attachment.

<div align="center">INSERT FIGURE 3</div>

Finally, it's possible to read the joint correspondence analysis map with the norms suggest by

Bartholomew and Horowitz's model (1991). The first quadrant is characterized by positive feelings

of the self and the workplace. In this quadrant we can observe a secure attachment style and a

medium level (4 and 3) of WA. The second quadrant is characterized by a positive feeling of Self

and negative WA, corresponding to a dismissive style. The third quadrant comprises negative

thoughts of self and the workplace, corresponding to fearful attachment and WA levels 1 and 5.

Finally, in the fourth quadrant we can observe negative thoughts of self (preoccupied attachment)

and positive thoughts of the workplace (a low level (2) of workplace attachment).

<div align="center">INSERT FIGURE 4</div>

Discussion

The EALT/WAS presented a one-dimensional structure, in line with the results of a study of

French employees (for a summary, see Scrima, 2015). Its psychometric qualities were very similar

to those found with samples from Rumania (Pavalache-Ilie & Rioux, 2014), Gabon (Bakita Ella, 2012), Italy and the UK (Scrima et al., 2014).

In particular, the correspondence analysis of attachment styles and categories of workplace attachment performed in our study revealed close relationships between these two modalities. More specifically, individuals with preoccupied and fearful attachment styles show low and very low workplace attachment respectively, while those with a secure attachment style show a relatively high level of workplace attachment, and those with a dismissive style a very high level. These results are in line with research on workplace attachment, which found notably that high workplace attachment among French public sector workers was correlated significantly with high spatial wellbeing and few requests to move, while a very high level of workplace attachment correlated with moderate spatial wellbeing and frequent requests to move. By contrast, a low level of workplace attachment was correlated significantly with low spatial wellbeing and almost no requests to move (Rioux, 2006b).

By highlighting the relations between adult attachment style and workplace attachment, our study proposes a workplace attachment model based on the attachment styles defined by Bartholomew and Horowitz (1991). While we believe that this model can provide a valuable heuristic method, our work has all the limitations of an initial exploration, and further studies defining more precisely the construct validity of the model are essential. In particular, the model should be compared in greater detail with those derived from environmental psychology (for an overview, see Lewicka, 2011). Empirical studies with variables that have been demonstrated to have close links with workplace attachment (organizational commitment, intention to leave the organization, comfort at work, etc.) should also be conducted to establish the construct validity of the model. Also, future research should focus on developing multi-dimensional measurement tools that can tap the different workplace attachment styles, and, by means of longitudinal models, evaluating their different impact on various psychosocial and organizational variables.

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Limitations

In addition to the limitations discussed above, a potential bias in this study concerns the use of self-reporting instruments to measure the participants' attachment style, since they may be susceptible to conscious and unconscious distortions (e.g., Bifulco, 2002); consequently, the results of this study should be treated with caution.

We decided to use the RQ scale to measure the participants' attachment style because this tool is short and easy to use. The distribution of attachment styles in our sample is similar to the worldwide distribution, which supports our choice. However, certain researchers recommend the use of other tools that show higher construct validity, and it would thus be interesting to compare our results with those obtained with these tools. Another limitation is the reduction of a Likert scale in order to carry out a categorical correspondence analysis, with the inherent disadvantage that much information could be lost.

Implications for research and practice

Despite these limitations, the exploratory approach of this study raises interesting issues from both a theoretical and an applied perspective.

From a theoretical point of view, this study confirms our hypothesis of a workplace attachment style in keeping with an adult attachment style. In particular, the findings of this study support the idea that workplace is an affective place that could be more accurately conceptualized in complex and multi-dimensional terms, rather than a single bipolar evaluative dimension, ranging from positive to negative. From this point of view, the workplace could constitute a secondary object of attachment, a transitional object as defined by Winnicott (1953). Although an amount of scientific investigations of attachment to place are been conducted, researchers tended to ignore the extension of the adult attachment behavioral system to examine core environmental relationships. The present study, applying Attachment Theory to workplace attachment, provides theoretical support that the bonds that an individual form with workplace can be classified as attachment

bonds. Also, our results provide evidence of the hypothesized associations between adult and

workplace attachment styles, illustrating attachment style differences in the experience of

workplaces.

From an applied perspective, the present study adds new knowledge in the use of attachment

theory in management practice. In fact, knowing the intensity of workplace attachment could help

deduce employees' attachment styles in relation to the workplace, and could thus provide a useful

indicator for human resource (HR) managers, who are responsible for employees' comfort at work,

career development and mobility. To the extent that it is possible to identify a specific workplace

attachment style, it should also be possible to change some of the HR management practices

inducing employees to develop a workplace secure attachment style. Since Attachment Theory

provides detailed propositions about the attachment system and how it is activated and regulated,

this could help in understanding concerns in psychosocial risks such as workplace stress and

burnout. For example, very strong attachment to the workplace could indicate a high level of

anxiety about losing this workplace, such that any socio-spatial change, reorganization or move

could give rise to fear of losing the place and/or its spatial markers. HR managers should thus be

vigilant and set up support procedures for these workers to prevent them developing strategies to

resist change. People with low workplace attachment are those who have a dismissive attachment

style. They show little desire to appropriate, mark or personalize their workspace. They appear very

autonomous in their work, even opportunistic, and one can assume that they use strategies to de-

activate their attachment system in order to minimize their sense of vulnerability and to protect

themselves emotionally. They are more likely to leave the firm, and HR managers who wish to

develop their loyalty should grant them personalized rather than collective benefits. They are often

willing to take on teleworking, and procedures to supervise their professional activity are essential

to ensure that they maintain contact with the organization. Employees who show a fearful

workplace attachment style probably suffer most in the organization. They have very weak

attachment to their workplace, showing high levels of anxiety and avoidance towards it. They feel

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that they do not belong and often set up failure strategies when the firm tries to meet their demands

for recognition, notably in relation to the space they are given. In the medium or long term, the

organization tends to gradually ignore their complaints, while their suffering at work is real. In this

case, HR managers should promote the interpersonal trust that could, in turn, enhance

organizational trust, allowing in employees the possibility to develop a sense of security in

workplace, giving the opportunity to recognize and appreciate the comfort and stability afforded by

organization.

Conclusion

This article has explored the relationship between employees' adult attachment style and

workplace attachment. While it's possible to notice an increase in attention of scholars to the

attachment theory and workplace attachment explaining different organizational phenomena such as

organizational commitment, leadership, wellbeing and performance, to date no research considered

the possibility that in addition to being attached to the workplace, employees can develop a secure,

avoidant or anxious attachment, towards the place in which they work everyday. The results of this

study show that medium-high scores of workplace attachment match with secure attachment styles,

while medium-low scores of workplace attachment match with avoidant attachment styles. In

conclusion, despite taking into account the limitations mentioned above, our results suggest new

approaches for HR managers. The strong link between workplace attachment and adult attachment

style should suggest to HR practitioners the possibility to activate a virtuous cycle via

organizational development practices aimed at improving employee attitude toward their

established workplace. These practices, therefore, are of potential importance for influencing the

sense of belonging to the work environments and this, in turn, may influence employees' health and

wellbeing.

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RUNNING HEAD: Workplace Attachment Style   23

Figure 1 - Bartholomew and Horowitz (1991) - a comprehensive, four-category model of adult attachment.

<div align="center">

THOUGHTS OF SELF

</div>

		Positive	Negative
THOUGHTS OF OTHERS	Positive	Secure Attachment	Preoccupied Attachment
	Negative	Dismissive Attachment	Fearful/Disorganized Attachment

Figure 2 -A hypothesized four-category model of place attachment.

<div align="center">

THOUGHTS OF SELF

</div>

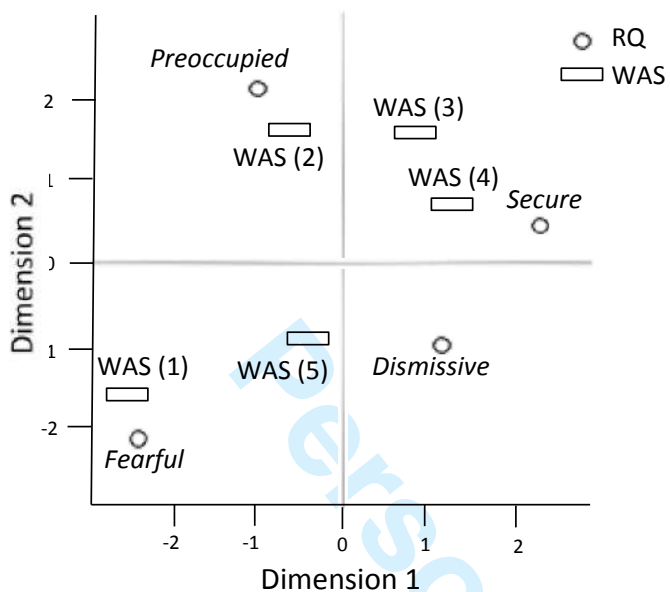|		Positive	Negative
THOUGHTS OF PLACES	Positive	Secure Place Attachment	Preoccupied Place Attachment
	Negative	Dismissive Place Attachment	Fearful/Disorganized Place Attachment

Figure 3 – Joint correspondence map

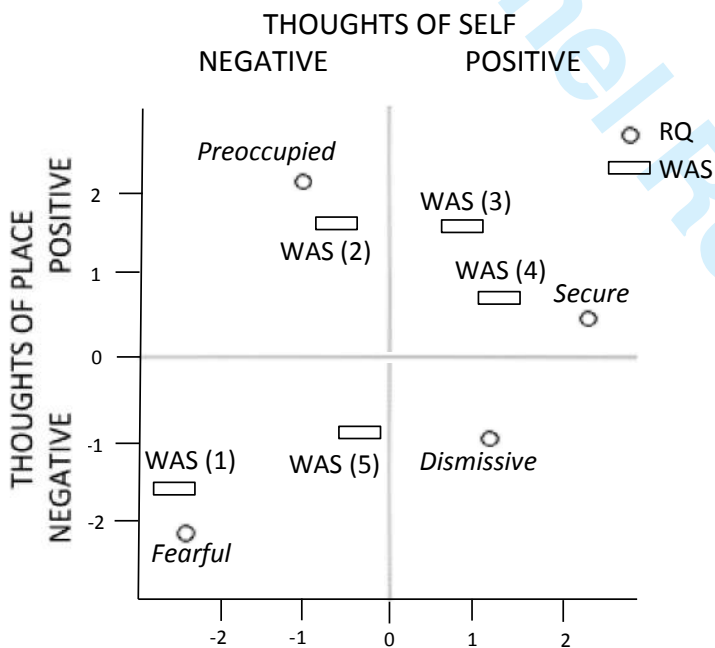

Figure 4 – Joint correspondence map and Bartholomew and Horowitz's model

Table 1 – Comparison of attachment styles of our sample with those in other studies

	Secure %	Dismissive %	Preoccupied %	X^2	p
Van IJzendoorn et al. (1996)	58	24	18		
Our sample	56	32	12	5.07	.08

Table 2 – Workplace Attachment categorization results

Percentile	Score Range	Score attribution	Label
20	> 1.000 < 2.428	1	Very Low
40	> 2.429 < 3.141	2	Low
60	> 3.142 < 3.570	3	Medium
80	> 3.571 < 4.141	4	High
100	> 4.142 < 5.000	5	Very High

Table 3 – Parametric and non-parametric correlations between variables

	1	2	3	4	5	6
Workplace Attachment*	1					
Adult Attachment Style*	0.22°°	1				
Age	0.18°	0.01	1			
Organizational Tenure	0.14°°	0.01	0.82°°	1		
Sex*	0.13°	-0.07	0.14°°	-0.02	1	
Sector*	-0.01	0.01	-0.38°°	-0.31°°	-0.21°°	1
Contract*	0.05	-0.03	0.14°°	0.16°°	-0.03	-0.07

Note: N = 351; For Age and Organizational tenure Pearson's r was calculated; *For Adult Attachment, Workplace Attachment, Sex (1 = Male; 2 = Female), Sector (1 = Public; 2 = Private) and Contract (1 = Temporary; 2 = Permanent) Kendal's Tau was calculated. ° = $p < .05$; °° $p < .01$

Table 4 – Summary of correspondence analysis results

Dimension	Singular Value	Inertia	X^2	Sig	Proportion		Confidence Singular Value	
					Accounted for	Cumulative	SD	r
1	0.38	0.24			0.70	0.70	0.05	0.22
2	0.11	0.16			0.28	0.98	0.06	
3	0.01	0.01	52.72	0.001	0.02	1		
Total		0.40				1		