

Towards a better cooperation

A structural redesign of a supermarket affiliate

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Abstract

At Supermarket X, there is a growing concern about the engagement of its part-time employees. Therefore, the management aims to understand how the organisational structure affects the engagement of its part-time employees. The first part of this research is called the diagnostic phase, belonging to the first step of the intervention cycle by Verschuren en Doorewaard (2015). The seven design parameters belonging to the sociotechnical systems design theory have been used to analyse the organisational structure of Supermarket X. While the Utrecht work engagement scale has been used to get insight into the work engagement of the marginal employees. The semi-structured interviews revealed that the three dimensions of work engagement among marginal employees at Supermarket X are low. This means that the Employees do not experience their work as stimulating and energetic, they do not experience it as inspiring or as a significant and meaningful pursuit and the time does usually not fly by during work. The analysis of the organisational structure revealed that functional concentration, separating production, support and preparation activities, separation between the production and control structure and the separation of control activities into aspects are problematic parameters. The outcomes of the diagnosis provided the input for the redesign phase of this research. A participative redesign was made during a focus group with the marginal employees and the store manager. This redesign focused on creating more regulatory potential for the marginal employees, integrating support and preparatory activities within their task segment, and removing interfaces within the order flows. This, in turn, should lead to an increase in their work engagement.

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1. Introduction

1.1 Background

The expansion of opening hours in the retail industry over the past decades has resulted in a general trend in this industry to decrease labour costs (Jany-Catrice & Lehndorff, 2002). Increasing the part-time share is the central mechanism for achieving a reduction in labour costs, and, consequently, part-time employment has expanded steadily in most industrialized countries to become a significant component of the retail workforce (Campbell & Chalmers, 2008). In particular, marginal youth labour supply meets a massive interest in the retail companies' labour demand in the Netherlands. A 16-year-old employee in the Netherlands, for example, will earn only 38% of the pay that a 23-year-old or older worker undertaking the same work tasks will receive (Jany-Catrice & Lehndorff, 2002). Marginal or casual part time work means that the employee works 1 to 15 hours per week. Full time students performing marginal work, make up 31% of the retail workforce. Moreover, 40% of the workers in the retail industry are younger than 25, this is exceptionally high when compared to an average of 15% in the total workforce (UWV, 2018).

Younger generations of employees are particularly likely to want purpose, meaning and development opportunities in their jobs, and are willing to leave if they do not receive these intrinsic rewards. In the retail industry, employee behaviors such as product knowledge, delivering on promises and actively listening to customers is what drives customer satisfaction. For employees to behave in this manner, they must be mentally and emotionally engaged in their work and be willing to put in additional discretionary effort, all of which are features of work engagement (Jacobs et al., 2014). Work engagement is extensively researched and knows many definitions. However, the most widely used definition is: 'a positive, fulfilling, work-related state of mind, most commonly characterized by vigour, dedication and absorption (Amor et al., 2021). In essence, work engagement captures how workers experience their work: as stimulating and energetic and something to which they really want to devote time and effort (the vigour component); as a significant and meaningful pursuit (dedication); and as engrossing and something on which they are fully concentrated so that time flies by (absorption) (Bakker et al., 2011).

A context within the retail industry in which work engagement is a topic of concern is the supermarket branch Supermarket X Berlicum, one of the 300 stores of the Supermarket X Supermarket Xeration in the Netherlands (Supermarket X, 2022). An employee's level of work engagement in the retail industry has been found to be positively related to levels of customer satisfaction, (Kenexa, 2012) but also to greater organisational commitment, employee well-being and lower levels of stress. Moreover, when the needs of employees in retail outlets are met, they show a high level of loyalty towards the organisation and they will be helpful for the organisation in fulfilling customers' wants (Sugirtha & Sneha, 2017). Naturally, work engagement of young, marginal employees in this affiliate is of great importance. However, currently the management of Supermarket X Berlicum seems unable to keep their employees engaged (personal information, 2022).

A structural design perspective can be used to get insight in a wide variety of aspects about an organisation that is not functioning well. More specifically, it can give insight in the behavioral risk that some organisational structures bring with them, such as the change on work engagement or the risk of alienation of the organisation (Kuipers et al., 2020). Amor et al. (2021) found a positive link between structural empowerment and work engagement. 'Structural empowerment refers to certain social workplace conditions and policies at work that facilitate access to opportunities for learning and development, such as access to challenging work, access to new skills and knowledge that allow for professional growth, but also access to information, support, and resources' (Amor et al., 2021, p.780). A reason for this is that the structure of an organisation influences the regulatory capacity of individual employees, which is a condition for work engagement (Kuipers et al., 2012). Therefore, an organisational design perspective is taken to address the relationship between the organisational structure and work engagement of the marginal employees at Supermarket X.

Organisations have become increasingly interested in how to develop engagement in employees. However, there are only very few proven and tested interventions to improve work engagement (Bakker et al., 2011). Therefore, this thesis aims at contributing to the understanding of how the organisational structure of Supermarket X Berlicum affects the engagement of their part-time employees. To address this relationship an analysis of the current structure will be carried out. Many design perspectives are available to analyse and redesign the structure of Supermarket X. However, the social technical systems design theory of De

Sitter is unique in its design principles, as his design principles are more specific than any other organisational design theory (Achterbergh & Vriens, 2010). Moreover, de Sitter shows in his work how regulatory potential can be amplified by a (new) division of work. Regulatory capacity is a condition for work engagement, especially having regulatory capacity over a complete task segment is a condition for a united feeling of engagement (Kuipers et al., 2012). As mentioned before, younger generations of employees want to have purpose, meaning and development opportunities in their jobs. Because of the particular focus on amplifying regulatory potential, the sociotechnical systems design seems like the right theory to realize the goals of this research. This theory will form the basis of the first and the second part of this research. In the first part, the seven sociotechnical design parameters will help to analyse the current status of the organizational structure of Supermarket X. In the second part, the outcomes of the analysis and the specific design steps for the production and control structure of de Sitter will jointly provide the input for the redesign of Supermarket X.

1.2 Research objective and research question

The objective of this research is twofold. The first part of this research, the diagnostic phase, aims to get insight into the relationship between work engagement of the marginal employees and the organisational structure of Supermarket X. This will be done by analysing the organisational structure based on the seven sociotechnical design parameters. This will shed light on the possible underlying causes for the disengagement of the marginal employees. The second phase of this research will build on the information gathered in the analyses. This will provide the input for the redesign of the organizational structure of Supermarket X, together with the sociotechnical design steps. This part aims to design a new organisational structure from a sociotechnical design perspective, to reduce the problematic behaviour, low work engagement. To achieve this, participatory research is conducted. This type of research recognizes the value of engaging the stakeholders of the social system on which the researcher is focused in the research process (Cargo & Mercer, 2008). Therefore, both stages will be carried out together with the employees of Supermarket X Berlicum. By participating in the interviews, the employees are involved in diagnosing their own organisational structure. By participating in the focus group, they are involved in the design of it as well. Participating in the diagnosis and redesign phase will help the employees see the gap between the desired and the actual values of the structural parameters which may contribute to the understanding that structural change is needed at Supermarket X. By giving the employees a 'design' role, they

get the opportunity to develop a vision of their future work. Developing this shared vision for the future will positively affect the adoption phase of implementing the new organisational structure (Achterbergh & Vriens, 2019). Since this research tries to realise two objectives, the research question is twofold:

What is the effect of the organisational structure on the work engagement of part-time employees within Supermarket X Berlicum, and how can this be improved by means of a redesign?

To answer the research question, three sub-questions have been formulated. The first two questions represent the diagnostic phase of this research. The last question represents the redesign phase.

- 1. What does the work engagement of the part-time employees at Supermarket X Berlicum look like?*
- 2. What does the organisational structure of Supermarket X Berlicum look like?*
- 3. How can the structure of Supermarket X Berlicum be redesigned to increase work engagement among its part-time employees?*

When using the term part-time in this research, it refers to the younger generation of employees who work at Supermarket X besides their study. This excludes employees who work part-time at Supermarket X for a living.

1.3 Theoretical relevance

In the past decade, work engagement has received loads of attention because of its relevance to businesses' bottom line, such as job performance, customer satisfaction, and financial returns (Bakker et al., 2011). Because of its importance, it has been researched within many industries, an industry within which work engagement has received particular attention in the healthcare industry. However, only recently the link between organisational structure and work engagement has been receiving attention. Especially structural empowerment has received only a little attention in other industries (Amor et al., 2021). This thesis aims to explore how structural empowerment can be created in a supermarket and ultimately increase the work engagement of marginal employees. Therefore, it seeks to advance the work engagement

literature by suggesting that structural empowerment may contribute to an engaged workforce. Although this link has previously been explored in healthcare, the empirical results are lacking in other industries.

Literature applying sociotechnical systems design theory to organisations in the retail industry is not that voluminous yet. This thesis tries to fill this gap by looking specifically into the effects of organisational structure on employees in the Dutch supermarket industry. In this way, this thesis will contribute to the existing literature in the field of organisational design theory as well.

Lastly, the marginal employees of Supermarket X are mostly part of generation Z. Currently, this generation is still studying or just graduating; for this reason, research has mainly focused on how to engage them at school. As generation Z is just entering the labour market, research on their work preferences is limited (Kirchmayer & Fratričová, 2020). Therefore, this thesis will add some new insights into the work preferences of this generation.

1.4 Practical relevance

The supermarket industry has been changing over the past years. Due to an increasingly competitive landscape several chains such as Edah, Emte and Super de Boer have already left the industry (Stijnenbosch, 2014). Evidence has been presented promoting engagement as a critical source of competitive advantage and financial profitability (Albrecht et al., 2018). So, making sure that employees are engaged and contribute to the realisation of the success of the supermarket seems more critical than ever. Currently, the employees of Supermarket X Berlicum seem unable to be engaged and are, therefore unable to contribute to the success of the organisation. This research will try to answer the pressing question of the management of Supermarket X Berlicum on how to engage their part-time workforce. This will be done by taking a critical look at the organisational structure from a sociotechnical design perspective. Including employees in the design process, will make the implementation of the new structure easier and gives them the tools to keep their structure viable in the future (Achterbergh & Vriens, 2010).

Organisations have become increasingly interested in how to develop engagement in employees. Although only very few interventions to improve work engagement exist and have been tested (Bakker et al., 2011). These researchers further argue that there is a strong theoretical case for interventions being able to influence engagement. However, researchers

need to line up with practitioners to show to organizational contexts that engagement interventions work. Therefore, this thesis tries to make this connection between practice and literature by conducting a practice-oriented deductive research.

Lastly, empowerment of employees at the workplace is often a misunderstood concept. Only a few managers do understand it, and fewer put it into practice in the workplace. ‘Some managers do not recognize the significance of the employee empowerment effect on the employee performance level and superiorly believe that empowering subordinates will diminish their authority and control on employee's’ (Al-Dmour et al., 2018, p.313). Enough details about the case have been provided so managers of other Supermarket X branches can decide whether the results are transferable to their store as well. This will hopefully give them insight in the opportunities of structurally empowering their employees as well.

1.5 Outline of the thesis

The following chapter will explain the dependent variable, work engagement, and the independent variable, organisational design as well as the relationship between these two variables. Together, this will lay the theoretical foundation of this research. Thereafter, in chapter 3 the methodology will be clarified. In chapters 4 and 5, the results of the diagnoses and redesign of Supermarket X Berlicum will be presented, respectively. Based on the information gathered during the analysis and redesign, conclusions can be drawn in chapter 6, which will then result in practical implications and recommendations.

2. Theoretical framework

This chapter will provide the theoretical basis of this research. First the dependent variable, work engagement will be explained. Secondly, the independent variable, organisational structure will be covered. To eventually be able to illustrate the relationship between work engagement and the organisational structure.

2.1 Work engagement

Some researchers used to argue that work engagement was just a conceptual cocktail consisting of commitment, job satisfaction, organisational citizenship behaviour, and turnover intentions. However, Bakker et al. (2011) argue that currently there is clear and sufficient theory and research demonstrating that work engagement is an important standalone motivational construct. These constructs, such as job satisfaction, are better conceptualized as outcomes of work engagement (Bakker et al., 2011).

As for every concept being researched it is important to first look at how to define work engagement. There have been some variations in how to conceptualize it. However, recently work engagement is most often defined as: a positive, fulfilling, work-related state of mind, most characterized by vigour, dedication and absorption. This definition consists of three dimensions. Vigour refers to increased energy, mental resilience, and keenness to dedicate time and effort in one's work. Dedication alludes to meaningful work, pride, and zeal. Absorption involves being fully focused and engrossed in one's work so that time flies' (Amor et al., 2021). In essence, work engagement captures how workers experience their work: as stimulating and energetic and something to which they really want to devote time and effort (the vigour component); as a significant and meaningful pursuit (dedication); and as engrossing and something on which they are fully concentrated so that time flies by (absorption) (Bakker et al., 2011).

Work engagement reflect on employees' present, though persistent and pervasive, state of mind and not a personality trait, which is a durable disposition reflecting a person's typical reaction (Seppälä et al., 2008). Moreover, they found that the feelings at work engagement tended to be highly stable and long-lasting over time.

The most often used scientifically derived measure of engagement is the Utrecht Work Engagement Scale (UWES). Which measure the three underlying dimensions of work engagement: vigour, dedication, and absorption (Seppälä et al., 2008). When assessing whether an employee is vigorous at work one looks at indicators like, I feel energetic at work, I look forward to my work and I can go on for a long time. Indicators of dedication are that employees feel like their work has meaning and purpose, they are enthusiastic about their work, and they are proud of what they do at Supermarket X. Lastly, when an employee states that (s)he gets carried away while working and feels happy when working intensively it is an indication of the presence of absorption (Bakker & Demerouti, 2008). The full questionnaire can be found in appendix A. It has been shown that the three-dimension structure is superior to that of alternative models (Bakker & Demerouti, 2008). However, Seppälä et al. (2008) found that if the purpose is to study work engagement in general, a combined one-dimensional variable may also be appropriate to use. However, the three dimension structure will used to assess the work engagement of the marginal employees at Supermarket X as this has been proven to be significantly better than a one-dimension structure.

2.2 Organisational structure and the sociotechnical systems design

Amor et al. (2021) found a positive link between structural empowerment and work engagement. Cho et al. (2006). express structural empowerment with formal and informal power. Formal power entails having jobs which are 'flexible, visible to others within the organisation and central to achieving organisational goals'(Cho et al., 2006, p.45). De Sitter argues that when an organisational structure is designed in such a way that employees have small tasks and a lack of the overview of the process and connection to the output and goals of the organisation learning is limited to the few activities a job consists of and learning about how to contribute to the goals and output of the organisation is virtually impossible (Achterbergh & Vriens, 2019). When employees work in these kind of problematic structures it becomes difficult to feel involved. Not being able to see the point of what one is doing may lead to alienation and this in turn may lead to decreased responsibility (Achterbergh & Vriens, 2010).

The second enabler of structural empowerment is informal power. This is developed through alliances with for example, peers and subordinates. What these interpersonal networks do is promoting Supermarket Xeration so that work can be accomplished more effectively. De Sitter refers to this as the quality of working relations. According to his theory this is reached by having a shared responsibility in communication (Achterbergh & Vriens, 2010).

‘When employees make statements like, "I am sorry but it's not me who set the rule" or "I must consult my manager, but I can't find him" this is a clear sign of the absence of empowerment, in other words employees are disempowered at their workplace’ (Al-Dmour et al., 2018). The design of an organisation can strongly influence this kind of behaviour as it can severely limit the engagement of the employee's (Kuipers et al., 2020). Employees with empty tasks and without any growth perspective are neither willing to think proactive about problems that occur nor are they capable of doing it. (Kuipers et al., 2020) Given this background, it is relevant to understand what adequate structures look like and how they can be realized according to the sociotechnical design theory (Achterbergh & Vriens, 2010).

To be able to understand what an adequate structure is, it is necessary to first understand properly what an organisational structure is according to the sociotechnical design theory. De Sitter defines an organisational structure as ‘the grouping and coupling of transformations into tasks and the resulting relations between these tasks to others’ (Achterbergh & Vriens, 2010). So, in other words, a job, and its place in the network of jobs depend on the structure of the organisation (Achterbergh & Vriens, 2019). But how do we get to an adequate way of grouping and coupling these tasks? This will be explained in the next section with the help of the requirements set out by De Sitter and with the help of the seven design parameters.

2.2.1 Requirements for an adequate structure

De Sitter sets out two important requirements for an organisational structure. First, a structure itself should not be a source of disturbances. Second, a structure should comprise the means to deal with disturbances (Achterbergh & Vriens, 2019).

A structure itself is not a source of disturbances

According to De Sitter, the higher the number of relations in the network of relations, the higher the probability of disturbances, every relation introduces a possible source of disturbances (Achterbergh & Vriens, 2019). For example, an operational task in a supermarket, lets say

stocking the shelves, has relations with other tasks – e.g. with planning, monitoring and unloading the freight. Each relation is a possible source of something going wrong – ordering too little stock, planning the wrong employee, the freight it too late, etc. The more relations a task has, the higher the probability of disturbances for the task. This logic also applies to the whole network of tasks: the more relations in the network, the higher the probability of a disturbance (Achterbergh & Vriens, 2019). Next to the number of relations, the probability of disturbances in a network of tasks also depends on the ‘variability’ of the relations in the network. This refers to the variety of the content of these relations. In general, if tasks in a network are coupled to all types of orders, the variability of the relations is higher than in organisations in which tasks are coupled to only a sub-set of order types. So, for example, when the stock clerks need to stock freight from all different departments the variability of their relations are high. When there are dedicated teams that fill freight belonging to only one department the variability of their relations is much lower. So, to conclude, structures may vary with respect to the number of relations as well as the variability of these relations (Achterbergh & Vriens, 2019).

A structure should comprise the means to deal with disturbances

Even when a structure is designed in such a way that it is not a source of disturbances, it does not mean that there are no remaining disturbances. Achterbergh & Vriens (2019) point out that many disturbances are not caused by the structure of the organisation but still need to be dealt with. In a supermarket, there are all kind of disturbances coming from customers. Moreover, disturbances like products being out of stock at the distribution center, a traffic jam which causes a delay in the delivery of the freight or an employee who gets ill are also part of the day-to-day business. Dealing with these given disturbances is done by operational regulation. The aim of this type of regulation is to apply regulatory potential to make sure that actual disturbances are dealt with, so that the primary processes can continue. The second type of regulation is called regulation by design. This type of regulation deals with disturbances by changing the infrastructure of the organisation. Its aim is twofold. First, by means of a change to the infrastructure, the probability of disturbances may be decreased. For instance, if employees at Supermarket X always need to ask their supervisor for help when a customer asks something because they lack the knowledge, hiring new knowledgeable personnel or launching a training program are ways of changing the infrastructure to solve this problem (Achterbergh & Vriens, 2019). Second, the infrastructure may be changed with the aim of building more operational regulation into the organisation (Achterbergh & Vriens, 2019). The last type of

regulation tries to deal with disturbances by means of redefining goals. This is called strategic regulation.

2.2.2 design parameters

Design parameters deal with relevant characteristics of the organization's structure. According to de Sitter these parameters need to have a specific value for the organisation to be able to deal with the disturbances discussed in the previous section. In general, the main design heuristic of de Sitter is to set all seven parameters as low as possible as this will lead to an organisational structure that is better equipped to attenuate disturbances and amplify regulatory potential (Achterbergh & Vriens, 2010). As Kuipers et al. (2020) point out, this regulatory potential is essential for the work engagement of the workforce. Attenuation refers to the degree to which an organisational structure decreases the probability of the occurrence of disturbances and the sensitivity to the dispersion of disturbances (Achterbergh & Vriens, 2010). As de Sitter argues, structures with high values on the design parameters are themselves a source of disturbances and don't have the required regulatory potential to deal with disturbances, thus this will negatively affect the work engagement of the part-time employees of Supermarket X. The design parameters will be used to assess and evaluate the organisational structure of Supermarket X, the aim of the first part of this research.

The design parameters can be divided into three groups. The first group deals with the production structure, the second group with the separation between the control and production structure and the last group with the control structure. Next, the seven parameters and their relation to attenuation or amplification will be explained.

Parameters describing the production structure

1. The level of functional concentration

This parameter refers to the grouping of operational tasks with respect to orders (Achterbergh & Vriens, 2010). It means that similar activities are grouped together. A high level of functional concentration means that all operational tasks of the same type are grouped into specialized departments, in the case of a supermarket it could for example mean that stock clerks of all orders are grouped together in one department, they are grouped together because they perform the same activity. In this case they would have to deal with all kinds of orders. Whereas a minimum value on this parameter means that all operational tasks of a different type required for realizing an order are grouped together into a production flow (Achterberg & Vriens, 2010).

So, in the example of the stock clerks it would mean that they are grouped together around an order instead of around an activity.

2. The level of differentiation of operational transformations

To understand this parameter, it is important to understand the distinction between the three types of operational sub-transformations: making, preparing, and supporting. Making refers to the actual, direct realization of the output of the transformation. Preparation refers to providing the necessary conditions for performing the make-operations. Both activities are directly related to the transformation's specific output. Supporting refers to all operational activities that are indirectly tied to realizing the output. A high level on this parameter means that these distinct activities are grouped into separate tasks, whereas a minimum degree means that tasks contain preparation, make and support activities (Achterberg & Vriens, 2010).

3. Specialization of operational tasks

The last parameter of the production structure deals with how much the operational tasks are split up into short sub-tasks. Specialization decreases as specialized sub-transformations of a transformation are integrated and become one task (Achterberg & Vriens, 2010).

Parameter describing the separation between the production and control structure

4. Separation between operational and regulatory tasks

When this parameter is high it means that the operational tasks are dependent on separate regulatory tasks. So that means that operational tasks are grouped together, and regulatory tasks are grouped together, separate from their operational aspect. The ideal situation would be a task which includes both the operational as well as the regulatory sub-transformation needed to regulate the task. When this parameter is very high it could result in two separate networks, one production network and a regulatory network (Achterberg & Vriens, 2010).

Parameters describing the control structure

5. Differentiation of regulatory tasks into aspects

This parameter deals with the three types of regulation explained in part 5.1. When this parameter has a maximal value, it means that regulation by design, operational regulation and strategic regulation are completely separated from each other. Preferably would be to have tasks

including all three types of regulation as this leads to more regulatory potential for the employee, which is a condition for work engagement (Kuipers et al., 2020).

6. Differentiation of regulatory tasks into parts

This parameter focuses on the separation or integration of the monitoring, assessing and acting part of a task. Monitoring entails the measuring of the actual values. Assessing, means comparing it with the actual norm. Lastly, it necessary to decide whether actions need to be taken if the actual value is different than the norm, this is the acting part of a task. When the value on this parameter is high it means that the task is dependent on another task to act when a problem arises (Achterbergh & Vriens, 2010). A job that is dependent on many other jobs and in which someone cannot deal with disturbances himself the moment they occur is likely to cause stress, leaves someone with the feeling of being out of control and makes it difficult for employees to develop themselves (Achterbergh & Vriens, 2019).

7. Specialization of regulatory tasks

The last parameter is comparable to parameter 3. However, instead of specialization in the operational network this parameter deals with specialization of the regulatory transformations. The value is high when the regulatory transformations are split up into small sub-transformations and become separate tasks (Achterberg & Vriens, 2010).

High parameter value structures (HPVSs')

When the parameter values in the organisational structure of Supermarket X are high, the production structure might be organized in such a way that the employees perform only a small task, they might be coupled to all kind of order types, and they might be dependent on other people to perform preparatory and support activities. For the control structure it might be the case that it is organized in such a way that most of the regulation is separated from the operational jobs of the stock clerks and cashiers, so they are unable to deal with disturbances, as they need to consult a supervisor first. Monitoring of overall disturbances, assessing them, and coming up with actions countering them is not part of the stock clerks job in this type of structure. Strategic regulation, regulation by design, and operational regulation are assigned to different regulators. What emerges is what de Sitter calls a complex network of simple jobs. The structure is complex because it contains many interfaces relating to many simple jobs

(Achterbergh & Vriens, 2019). Functional concentration, separation, specialization, and differentiation result in uninteresting, repetitive operational tasks with a small scope (Achterbergh & Vriens, 2019), and as such negatively influence work engagement (Kuipers et al., 2020).

Low parameter structures (LPVSs')

When the values on the parameters at Supermarket X would be low, there would be a reduced probability of disturbances, and an increased regulatory potential (Achterbergh & Vriens, 2019). Moreover, these structures have fewer problems realizing the primary process and the three forms of regulation: operational regulation, regulation by design and strategic regulation. Working in teams which have broad, coherent tasks offers ample learning opportunities. Because of the involvement in the whole production process and because of the requisite regulatory potential, employees are in a better position to detect errors in the whole primary process and correct them and they can observe and interpret the effect of these corrections in specific circumstances and adjust these actions if needed. LPVSs also support the development of organisation members. Being a member of a team of employees which is responsible for realizing a complete (sub-set of) order(s) and which has a joint regulatory potential for operational, infrastructural, and strategic regulation offers opportunities to be 'socially involved' (Achterbergh & Vriens, 2010). Next to social involvement, intrinsic involvement is also promoted by LPVSs', being able to see and appreciate the point of the task, its contribution to the process of producing something as well as to the product itself (Achterbergh & Vriens, 2010). This increased regulatory potential is essential for a united feeling of work engagement and as such LPVSs stand a better change at keeping the workforce engaged (Kuipers et al., 2020).

2.3 Relation between organisational structure and work engagement

As mentioned before, several researchers have linked structural empowerment positively to work engagement. Amor et al. (2020) state that structural empowerment includes opportunities for learning and development including access to challenging work, new skills and knowledge that allow for professional growth. But also having access to information regarding organisational aims, values, policies, and decisions (Amor et al., 2020). Job redesign may positively influence work engagement, particularly through their influence on job resources

(Bakker & Albrecht, 2018). In contexts where employees have access to development opportunities, support, or necessary material to perform their tasks, as is the case in LPVSSs, they are more likely to be intrinsically motivated as these fulfil the basic human needs for autonomy, relatedness, and competence. As mentioned before, opportunities for development increase employees' growth and learning. Such work environments may also promote extrinsic motivation since the availability of empowering work conditions may directly facilitate work goals (Amor et al., 2020). Thus, structural empowerment may enhance work engagement by stimulating employees' intrinsic and extrinsic motivation (Amor et al., 2020). While HPVSSs create exactly the opposite situation. As learning about how to contribute to the goals and output of the organisation is virtually impossible because of the small tasks, and because of the lack of overview of the process and connection to the output and goals of the organisation.

Following the design steps of the sociotechnical design theory should lower the values on the design parameters and result in a LPVSSs, enhancing work engagement among the marginal employees at Supermarket X.

2.4 Redesign theory

The diagnosis of Supermarket X will show which parameters are problematic and should therefore be altered by a change in the structure of Supermarket X. The goal of the design activity is to invent a new structure so that the values of the parameters causing the problematic organisational behaviour are altered in such a way that they no longer act as a cause of organisational problems. In general, the desired structure is a structure with parameter values that are as low as possible, given the specific organisational context (Achterbergh & Vriens, 2019). The designer will try to find creative solutions that consider the needs of the specific context of Supermarket X as much as possible. Even though this is a creative process, it does not mean that there is no structure to it. This structure, based on the sociotechnical design by de Sitter, will be discussed in the next section.

2.4.1 Production structure

First, de Sitter distinguishes between the design of the production and the control structure. The production structure consists of the grouping and coupling of all activities of the primary process, which are all the preparing, supporting, and making activities necessary to make the orders. It is always required to design the production structure first. This is because the control structure is designed based on what needs to be regulated in the production structure (Kuipers

et al., 2020). The second design principle requires that one first starts with designing the macro structure, then meso, and lastly the microstructure. The control structure starts where the production structure ends, so in contrast to the production structure, this is designed from micro to macro.

Macro

The macro level takes the whole system into consideration. The designer looks at the variation of the orders and how these can be parallelized based on this variety (Kuipers et al., 2020). When designing the production structure at the macro level, one should consider that the client is not the only option for defining the order. There are many options available, however, the once's most applicable to Supermarket X would be to take the characteristics of the type of input, the type of supplier or the product characteristics as the basis for the order (Achterbergh & Vriens, 2019). Once the order has been defined, production flows can be created. This means that the designer identifies (independent) production flows, dedicated to a sub-set of order types. It divides the complete production structure into independent (flow-oriented) units (Achterbergh and Vriens, 2019)..

Meso

Within this step, the designer zooms in on the order streams that have been made. The question is whether the stream must be further segmented or if it can be further parallelized. The overall aim of the design of the production structure is to split up the work as little as possible to create the least number of interfaces between segments. This ensures that the required regulation in the control structure is drastically decreased while the regulatory potential within segments can be increased (Kuipers et al., 2020). However, in a supermarket context there are some specific elements which must be considered. As mentioned before, a supermarket has no regular office hours. The first employees start working at 7 in the morning while the last employees lock the door at 8 or 9 in the evening. On days that the shelves must be stocked they have to continue working until everything is finished, which can result in working until 10 pm. Not all freight can be stocked during the day as this would disturb the customers too much. Inevitably, the work must be split up into shifts. Where the marginal employees alternate the full-time employees around 5 o'clock. This is a context specific element which cannot be changed by a structural redesign.

Tasks groups should preferably be around 6 to 12 people. If at Supermarket X a complete order could be assigned to a segment, parallelization could take place. Usually, a larger entity will be split up in smaller entities if the order is too large or complex for one segment to handle, (Kuipers et al., 2020). At Supermarket X it is not the case that the order is too complex to handle. However, there are time specific elements which are a cause for splitting up the work into segments. However, the goal will still be to keep a complete group task, meaning that the evening entity should themselves be responsible for executing preparatory and support tasks as much as possible, as this leads to less interfaces. However, complete independence of others is usually not possible (Kuipers et al, 2020), which will probably also be the case at Supermarket X.

Micro

Once the segments have been made, it is time to look within the teams. How do the activities get internally grouped until tasks of team members? The aim is to select and equip the teams at Supermarket X to realize the output of the segments as independently as possible while at the same time internal dependency is created. Ideally, as mentioned in the previous step, everything needed to make a complete (part) of the order should be present within the evening segments (Kuipers et al., 2020). Within these segments there is room to increase the regulatory capacity by adding tasks like planning and looking for ways to improve the team (Kuipers et al., 2020). Kuipers et al. (2020) stress that this regulatory capacity is a condition for work engagement. Having regulatory capacity over a complete task segment is a condition for a united feeling of engagement. Moreover, there is room for a flexible work division which can exploit the strong features and compensate the weaker features of individual team members. In these kinds of teams there is the possibility to strive for a broad deployability. This results in more flexibility and less vulnerability, fewer transfer points and less coordination problems, and a better collective insight (Kuipers et al., 2020). Lastly, Kuipers et al. (2020) point at several factors which one could consider when dealing with simple tasks, as is the case at Supermarket X. First, the individual task should be varied enough. Second, it should address the skills of the employee and include enough learning opportunities. Third, it should contribute recognisably to the group result and -process. Fourth, the cycle time should be long enough to include regulatory tasks. Lastly, the micro design of the production structure should make sure that there are enough communication moments with the other members of the team.

2.4.2 Control structure

Once the production structure has been carefully designed one can move on to designing the control structure. As mentioned before, the control structure is based on what needs to be regulated in the production structure. The heuristic for designing the control structure is to design from micro to macro (Achterbergh & Vriens, 2019).

Micro

The first question that the micro design will answer is which regulatory capacity is necessary within the teams to adhere to the functional requirements? The basic rule is to assign as much regulatory potential to the team as possible (Kuipers et al., 2020). This implies assigning regulatory potential to the various evening teams to realize the output of the segment they are tied to. In the ideal situation, steps 3 and 4 together lead to self-coordinating task groups or teams - groups with the operational and regulatory potential to realize their output as independently as possible (Achterbergh & Vriens). Even though realizing self-coordinating teams cannot completely be realized at Supermarket X, as freight comes in during the day and the teams only have a few hours to complete their tasks. The aim is still to realize independency as much as possible. The second question that needs to be answered is how to distribute the regulatory capacity between the team members, given the internal production structure. Depending on the situation one can assign a team coordinator who is the point of contact and regulates the external communication. However, important to note is that this does not have to be a fixed person and it does not mean that it is a fulltime management position (Kuipers et al., 2020). So, at Supermarket X this could be an informal position within the team.

Meso

The same two questions like in the previous step need to be answered. However, this time it will concern the segments on the meso level. Which regulatory capacity can be integrated within the segment, and how will it be distributed within the segment (Kuipers et al., 2020)? It is important to build in the required regulation between segments to make sure that the evening segment is aligned and can contribute to the output of the flow they belong to (Achterbergh & Vriens). Moreover, the dependency created between the segments in the production structure dictates how much regulatory capacity needs to be assigned to the meso design of the control structure (Kuipers et al., 2020).

Macro

Again, the same two questions need to be answered as in the previous steps. This step concerns building in the required regulation between flows to make sure that issues between these flows are regulated. The regulatory capacity necessary at this level is strongly influenced by the choices made in the first two steps. As mentioned before, the aim is to assign as much regulatory capacity at the micro level, then the meso level and the required regulation that cannot be assigned to either of these levels will be left for the macro level. A well-known problem is that managers at the macro level create solutions for problems at the operational level, which turn out not be translatable or implementable at the operational level. Therefore, there should be a strong connection and sufficient overlap between the different levels. This allows for engagement mobilization at all levels (Kuipers et al, 2020).

2.5 Conceptual model

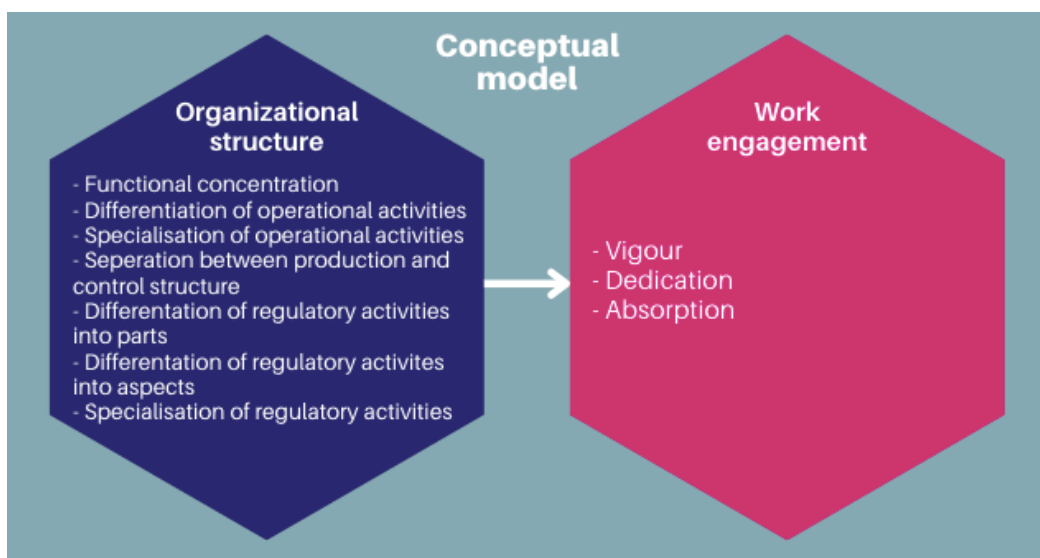


Figure 2.1 Conceptual model

3. Methodology

This chapter contains the methodology used during this research. This research has a twofold research question with two separate research goals. Therefore, the methodology chapter consists of three parts, first the research strategy of the overall research will be explained. Then the methodology of the diagnostic part will be covered and lastly the methodology of the redesign part will be dealt with.

This research is practice oriented in nature as it aims to improve an existing situation. Verschuren and Doorewaard (2015) call this an intervention with an improvement goal. An intervention consists of multiple stages. The first phase is the problem analyses. However, as the management of Supermarket X already signaled the problem and brought it to the attention of the researcher it was clear what (low work engagement), why (employees do not contribute to the success of Supermarket X) and who's (Supermarket X) problem it is. As the three W's had already been answered, the researcher could start with the second phase of the intervention, the diagnosis. Therefore, the first part of this research is classified as diagnostic oriented research. Based on the problem analysis and the diagnosis an intervention plan can be made to solve the problem. The goal here is to identify the background and causes of the problem, which ensures that action can be undertaken. So, the second part of this research is classified as design-oriented research (Verschuren and Doorewaard, 2015). The third and fourth phase, the actual intervention, and the evaluation, are outside the scope of this research due to time constraints.

As the empirical part of this research is based on the principles of sociotechnical system design theory and the UWES scale, it is classified as deductive research. Which means that this research started with existing theory based on a profound preliminary theoretical study, comparing, researching, and getting insight in the dimensions and key concepts of work engagement as well as sociotechnical design theory (Doorewaard et al., 2015). The researcher

wants to observe how this theory unfolds in practice to eventually confirm or disconfirm this theory (Bleijenbergh, 2015). Ultimately, this led to a conceptual model which forms the basis of the empirical part of this research.

3.1 Research strategy

A qualitative empirical research strategy has been chosen to answer the research question: *What is the effect of the organisational structure on the work engagement of part-time student employees within Supermarket X Berlicum and how can this be improved by means of a redesign?* Studying how the structure of Supermarket X influences the work engagement of the marginal employees cannot be done in a laboratory experiment since it is a phenomenon that exists within the organisation and its culture. Therefore, it should be studied in its natural environment. Qualitative researchers try to study phenomena in their natural setting as much as possible and attempt to interpret these phenomena in terms of the meanings people attribute to them (Vennix, 2019). To answer the research question, the researcher is interested in making a thorough examination of a complex case. Therefore, the researcher has chosen for a research strategy known as a single design case study, as this focuses on depth instead of width (Verschuuren & Doorewaard, 2015). It focuses on a limited group of people, the employees of Supermarket X, who are associated with the phenomena work engagement and the organisational structure of Supermarket X (Vennix, 2019). When conducting a single case study, it is preferred to use method triangulation to prevent random errors as much as possible. Therefore, documents such as the work schedules of the employees have been consulted, individual interviews were conducted, and a focus group was organized. Moreover, the research has been conducted over a time specific period, the interviews and focus group took place in a period of 3 months, which was specified beforehand.

3.2 Diagnostic section

3.2.1 Method

The empirical data has been gathered with the help of face to face, semi structured interviews, based on an interview guide. The formulation of the questions was specified beforehand. However, there was room to change the order of the questions and to ask follow-up questions (Bleijenbergh, 2015). Since a lower degree of structuring beforehand can facilitate surprises, new perspectives, and new questions (Alvesson & Ashcraft, (in Symon & Cassel, 2012). However, it can also result in an interview that might not be very relevant for the research. Therefore, it

has been chosen to stay somewhere in the middle of highly structured and not structured at all. The first part of the interview guide deals with how the interviewee experiences the organisational structure at Supermarket X. The seven sociotechnical design parameters first needed to be operationalized to make them observable. This resulted in a series of open questions which can be found in appendix B. There was no operationalization of the parameters in academic literature yet, so these questions were made by the researcher. The second part of the interview guide deals with indicators of work engagement. The UWES scale has been used as the input for the operationalization of work engagement. As can be seen in appendix A, the questions of the UWES scale are yes/no questions. Therefore, they have been formulated as interview topics within the interview guide. During the process of making the interview guide the researcher kept in mind that the concepts should be operationalized in a way that all interviewees could understand it. Hereby it was important to keep in mind that the interviewees are of a young age and have no experience at all with organisational design or work engagement. Therefore, it was important to keep in mind what the interviewee could respond, which is a clear indicator of either work engagement, or one of the parameters (Doorewaard et al., 2015). The complete interview guide that has been used during the interviews can be found in appendix B.

3.2.2 Sampling and selection

Choosing a case study as the research strategy has implications for the sampling and selection of this research. First, a characteristic of a case study is to opt for strategic sampling. This limits the change on an atypical sample, which would decrease the transferability of the results (Verschuren & Doorewaard, 2015). Therefore, all employees have been chosen with the idea that they could provide rich and varied information. Moreover, employees who have only worked at Supermarket X for a couple of weeks, were excluded. An overview of the interviewees and their function can be found below, in table 3.1. Long term as well as new employees have been interviewed. This to get rich and varied insight into the problems that might be new but also which have been there for a longer period. Another characteristic of a case study strategy is that the researcher tries to get an integral picture of the object in its entirety (Verschuren & Doorewaard, 2015). Therefore, Marginal employees of all three departments, as well as the supervisors have been interviewed. The diagnosis as well as the redesign of the organisational structure concerns the overall store and not just one department. Moreover, the employees at Supermarket X are not always specifically attached to one department. Most of

them are employed at one or two departments. So, to get a profound understanding of the complete store, it is of great importance to interview employees of all three departments. When choosing a sample, the question of how many interviews is enough to reach data saturation must be addressed. Fusch and Ness (2015) define three criteria for when data saturation has been reached. There should be enough information to replicate the study, the ability to obtain additional new information has been attained, and further coding is no longer feasible. When and how one reaches those levels of saturation will depend on the study design being chosen. Data saturation may be attained by as little as six interviews depending on the sample size of the population (Fusch & Ness, 2015). However, Doorewaard et al. (2015) state that information saturation, usually happens after 12-15 interviews. As there is no clear-cut rule, the researcher has paid close attention to whether saturation started to happen. This resulted in 11 interviews. According to the interpretation of the researcher this was the moment data saturation started to happen.

Table 3.1. Overview participants

Code	Function
A1	Stock clerk KW
A2	Stock clerk KW
A3	Stock clerk KW
B1	Vers employee
B2	Vers employee
B3	Vers employee
C1	Cashier
C2	Cashier
C3	Cashier
D1	Supervisor
D2	Supervisor

3.2.3 Data Collection

As this research uses a case study strategy, data collection happened at the location where the phenomenon being researched takes place (Verschuren & Doorewaard, 2015). Therefore, the primary data in the first phase of this research has been collected at Supermarket X Berlicum. Before the interview started the researcher introduced the research as well as the important concepts in the research. This to ensure that all interviewees were well informed and could understand the questions being asked. The introductory statement can also be found in the

interview guide in appendix B. All interviews have been recorded. This allowed the researcher to fully focus on the answers given by the interviewee instead of focusing on writing them down. The transcripts of the interviews have been shared afterwards for the interviewee to check the reliability of the answers that have been transcribed. Lastly, the interviews were conducted in an office at Supermarket X where it was quiet, and no one could overhear the conversation. This to ensure that the interviewee could speak freely without being worried about others hearing their answers.

3.2.4 Data analysis

Once all interviews were collected, they have been transcribed wordily, based on the recording. Listening to the tapes of the interviews is an important first step in the analysis process. Especially at the beginning of a study it is preferred that the researcher transcribes the interviews him/herself because it helps with making correct interpretations and thus later on with making a correct analysis (Plochg & Juttman, 2007). Based on the transcriptions of all interviews the researcher was able to develop a code book, which can be found in appendix C. Due to the deductive nature of this thesis the codes have been developed from existing theory (DeCuir-Gunby et al., 2010), based on the UWES scale and the sociotechnical systems design theory a priori collecting the empirical data. This means that the researcher was led by expectations based on existing literature preceding the data collection and analysis (Bleijenberg, 2015). The coding process has allowed the researcher to engage in data reduction and simplification. However, it also allowed for data expansion, making new connections between the concepts of work engagement and organisational structure (DeCuir-Gunby et al., 2010).

3.3 Redesign section

3.3.1. Method

The data collection method used in this part of the research is called a focus group. Fusch and Ness (2015, p.1410) define a focus group interview as ‘a flexible, unstructured dialogue between the members of a group and an experienced facilitator/moderator that meets in a convenient location’. One of the reasons for choosing this data collection method is that a focus group drives research through openness. One can receive multiple perspectives about the meaning of truth in situations where the observer cannot be separated from the phenomenon (Fusch & Ness, 2015), and as this is a qualitative research, it fits perfectly with the research goal and-strategy of this thesis. One of the distinct features of a focus-group interview is the group dynamic, the type and range of data which is generated through the social interaction of the

group is often deeper and richer than those obtained from one-to-one interviews. Focus groups can illuminate the differences in perspective between groups of individuals (Fusch & Ness, 2015). Therefore, it can provide a collective view on how the organisational members would like their structure to be like. This is important because the marginal employees and the manager will have to agree on the new organisational structure. Moreover, a focus group encourages the participants to engage positively with the process of the research, in this case redesigning their own structure (Rabiee, 2004). As Achterbergh & Vriens (2019) state, a sense of urgency may be amplified by means of involving organisation members in the diagnosis of their own work. As they are involved in the diagnostic process, the employees are given the opportunity to find out for themselves why the current structure is not helpful. Moreover, by giving the employees of Supermarket X a role in the design of their own organisation, they get the opportunity to develop a vision of their own future work.

3.3.2 Sampling and selection

The uniqueness of a focus group is its ability to generate data based on the synergy of the group interaction. The members of the group should therefore feel comfortable with each other and engage in discussion. For some individuals this requires trust and effort. It is for this reason that it is recommended to invest time and effort in selecting members of the group (Rabiee, 2004). The participants of the interviews were chosen based on the richness of information they could provide. A further selection for the focus group was made based on the group dynamic that would arise between them. So, the participants were selected on a certain degree of familiarity and trust between each other. The new organisational structure will have a high impact on the day-to-day work of the marginal employees. Therefore, it seems reasonable to particularly involve these employees in the focusgroup. However, the structure also needs to be implementable and help the organisation with its meaningful survival. Something which can be difficult to assess for employees who only work there 12 hours per week and have only been involved in simple routine work for the time they have been with the organisation. Therefore, even though it might limit the marginal employees from speaking freely, the manager of the store has been involved as well. Unfortunately, the assisting manager could not be there. The recommendation for the size of a focus group is between six and twelve participants, this ensures that the group is small enough for all members to talk and share their thoughts, and at the same time large enough to create a diverse group (Fusch & Ness, 2015). Therefore, six participants plus the facilitator were present during the focus group. An overview of the participants can be found in appendix D.

3.3.2 Data Collection

Communicating the purpose of the focus group is highly important, otherwise the participants will have the feeling that they are not well informed to make decisions during the focus group. Next to this, the participants of the focus group need to have the feeling they are in good hands. However, there is a fine line between bragging and expertise. The results of the focus group are highly depended on the skills of the facilitator. It is important that the participants are aware that all opinions are valued and that they are confident to speak up (Kandola, 2012). Lastly, the focus group was held in the canteen, as the employees feel at ease here. It was done a time that no other employees were around to overhear or disturb the conversation.

4.3.3 Data analysis

As with the interviews the focus group has been recorded. A summary report has been made and can be found in appendix D. Once this had been done the data was ready for interpretation. Rabiee (2004) points out that one of the tasks here is not only to make sense of the individual quotes, but also to be imaginative and analytical enough to see the relationship between the quotes, and the links between the data. Thus, this step requires considerable analytical skills from the researcher.

3.4 Research Quality

Symon and Cassell (2012 p. 206-209) focus on four universal criteria for assessing qualitative research. These four criteria will be guiding the assessment of the quality of this research.

Credibility

Demonstrating a good fit between constructed realities of the respondents and the reconstructions attributed to them. This can be demonstrated through a variety of methodological means. First, prolonged engagement has been ensured since the researcher has been with the organisation for 6 years already. However, also during the research the researcher has spent enough time at the location so that a profound understanding of the organisation and the phenomena being researched could be established. Moreover, constructive meetings and feedback moments with the supervisor have taken place during the entire research. During these meetings the process as well as outcomes of the analysis and redesign have been discussed. Symon and Cassell call this peer debriefing. Peer debriefing ensured that reflexivity on the part of the researcher took place and the researcher was corrected or redirected in the right direction

by someone who is specialized in this field. Lastly, to increase credibility, member checking took place. This entails that the interpretation of the data is shared with the participants to make sure that the views of the participants have been accurately captured (Symon and Cassell, 2012). This has been done by discussing the results of the interviews with the interviewees afterwards. Moreover, the results of the analysis have been discussed during the focus group to check one last time if the data was understood correctly.

Transferability

With qualitative research it is not the aim to generalize to all other contexts but to provide enough detail about the case so that the reader can judge whether their own situation might be informed by the findings. Transferability has been ensured by providing many details about the store being researched so that managers of other Supermarket X affiliates and other supermarket chains can judge whether the results might apply to their employees.

Dependability

This criterion aims to demonstrate how methodological changes and shifts in constructions have been captured and made available for evaluation. This has been ensured by describing in detail the choices made during this research. This allows the reader to judge why certain decisions were made in the design process and why the final organisational design is the way it is.

Confirmability

The researcher tries to clarify where the data came from and how it transformed the findings. The code book has been included in the appendices so that the reader can become aware of how the original quotes resulted in the findings and, later, in the final organisational design. Next, the methodology contains an extensive and detailed description of all data collection methods used and how the results have been analysed and used throughout the research.

3.5 Research Ethics

“Understanding how research affects those it touches and attending to the rights and wrongs of this influence and the possible harms or benefits that might accrue” (Symon & Cassel, 2012, p.90). The next part is devoted to questions related to these dilemmas.

Researching the own organisation

Symon and Cassell (2012) have devoted a chapter in their book to researchers researching their own organisations. Since the researcher is a supervisor in the organisation being researched it is essential to understand the dynamics and implications of the researcher's involvement in this research. One implication of this situation is that the researcher and the researched have shared meanings. On the one hand, this supports meaningful engagement, which can only happen if there is a certain degree of closeness, understanding, trust and openness. Yet, it also brings some serious ethical dilemmas. For instance, conversations outside the scope of the formal interview can quickly become data for the researcher. It is then the task of the researcher to decide whether it is appropriate to use in the research (Tietze, 2012). According to Tietze (2012), it is impossible to enter the field the same way an outsider could. Therefore, thinking about which role would be appropriate to take on beforehand is worth considering. The researcher has chosen for a professional approach during the interviews and the focus groups. Using a professional language, clothing and attitude ensured that the participants would not be confused about what the goals and intentions of the interviewer were, as it was not just a casual conversation about work. However, it is worth mentioning that the researcher knows the participants personally and thus there was a certain level of familiarity and trust between the researcher and the participants.

Constancy of language and behaviors

Considerable attention has been paid to the constancy of language and behaviors within the different settings. For example, all interviewees have been verbally explained the purpose of the research in the same way, with the help of the written introduction in the interview guide. This has been done because concepts and signifiers need to be used carefully and consistently, and the researcher should be aware of how these might be interpreted differently by the interviewees (Holt, 2012). Moreover, the researcher has asked the questions in the same neutral tone as well as a similar dress code for every interview. Lastly, during the focus group the participants got the same presentation about what organisational design is and how it looked like at Supermarket X. This ensured that they all understood the concepts well.

Sensitivity in handling participant data

The interests of the participants must be acknowledged. The participants have shared sensitive information about their direct work environment and colleagues. When this information would not be handled with great care, it could potentially bring them in an awkward position with their direct managers and supervisors. Therefore, it is of utmost importance that the interview

transcripts are made anonymously and will not be shared with the management. The fact that the interviews would be kept anonymously was stressed at the beginning of every interview. This to stimulate the interviewees to speak freely. Moreover, it was told at the beginning of the focus group that the researcher would only share the results in general, not about individual interviews.

4. Analysis of the diagnosis

In this chapter, the analysis of work engagement of the marginal employees of Supermarket X as well as the analysis of the organisational structure will be discussed. Next, the relation between the two concepts will be explained, to be able to conclude the first part of this research, the diagnostic section. In the following sections, quotations of the interviewees are used to support the analysis. The functions that belong to the codes can be found in table 3.1.

4.1 Work engagement

As explained in chapter 2 the UWES scale has been used to get insight into the work engagement of the marginal employees at Supermarket X. This scale has been used to measure the three dimensions vigour, dedication, and absorption. The outcome of each dimension will be discussed in the next section. By getting insight into each dimension, the extent to which the employees feel engaged overall can be established.

4.1.1 Vigour

Vigour refers to increased energy, mental resilience, and keenness to dedicate time and effort to one's work (Amor et al., 2021). During the interviews close attention was paid to indicators like energy and resilience during work, enthusiasm before work, and the ability to continue working for a longer period. During the interviews with the employees, it becomes clear that vigour is not at top of their minds when they think about their job. *“Well, I do not get excited about work, to be honest. Which make sense because it is work. Unless you really love working but for me it is just a part time job next to school” (A1).*

The employees explain that especially the evenings in which they just have to stock freight or sit at the checkout are extremely dreadful. *“During the evenings in which I just have to stock freight I find it really boring” (A2).* *“If you are just sitting at the checkout, you feel less excited at some point. When I was only a cashier, I felt more aversion to go to work.” (D1)*

Some employees experience increased energy when they are scheduled with their favourite colleagues. They then further explain that the colleagues are what makes the job doable and not the work itself, as the tasks they must execute are either bland or too simple for what they are capable of. As some of the participants argue: *“It is not something I'm really excited about or anything, you know, But I do get excited about my colleagues. I do like to work with my favourite colleagues.”* (A1) *“Well, if you are working with a pleasant team, it is super fun. However, if I work some extra hours on a normal Friday morning, I get completely brain death”* (B1).

Another factor which influences their level of vigour is what is going on in their personal life. They do have low energy when they had a busy day at school, or when they have exams for instance. Work is something which they do after a long day at school, and thus it greatly depends on what kind of day they had before going to work. The tasks they must execute are unable to increase their energy level. *“It greatly depends on how I arrive here, whether I do feel like it or not. If I had a long day at my internship, then it costs me a lot of energy. However, if I did not do anything the whole day and I can finally go to work then I do like it.”* (B2)

In general, employees at Supermarket X are not very vigorous. It can be stated that the employees do not experience their work as stimulating and energetic and something to which they really want to devote time and effort. They do not dislike their job, nor do they look up to going to work. However, it does not increase their energy level and they only experience work as something pleasant when they are scheduled with their favourite colleagues. So overall it can be said that vigour is somewhat low among the marginal employees.

4.1.2 Dedication

Dedication alludes to meaningful work, pride and zeal (Amor et al., 2021). Indicators of dedications are the meaning and purpose a job has, whether it is challenging, if one is inspired by it, and a feeling of pride. In general, the employees are not very proud of what they do. Both ways of feeling proud of one's job are not present at Supermarket X. First, the employees would not tell proudly to other people that they work at Supermarket X. Nor do they often feel proud while working. When looking at whether this work is inspiring, one employee notes *“Everyone can do this job. So, it does not inspire me at all. No, I actually expect that no one feels that way.”* (A2) And indeed, most employees indicate that their work is not inspiring at all. Next, enthusiasm is not present either. *“Well, I do not get enthusiastic during this job, the main reason*

why I work here is that I can do this next to my studies. This is actually the only job you can do during the evenings. So, no, it is not the case that I find this work amazing or anything". (B2)

When the employees are finished way before the time that was scheduled for a task, or when they have placed the products very clean and neat, they are slightly proud of what they did. However, they note that this feeling is often only short lived, as they never receive a compliment or some form of appreciation for it. *"When things do go right, you feel like, what is the purpose of doing this? I think it is about a year ago that I last received a text message with a compliment about how I left my work behind (B3).* Moreover, due to mistakes in the planning made by their superiors the employees sometimes cannot execute their work properly. The full time employees correct this during the day. However, this leaves the marginal employee's with an unsatisfied feeling *"Well, then you just think it does not matter what I do on a Sunday. At least that is the feeling that I am getting. Then you just start thinking like, I am just here for the money instead of really doing something which gives me gratification" (A1).*

Regarding meaning and purpose, the story is slightly more complex. Overall, the employees do not feel like their work has much value or purpose other than making sure that customers can do their groceries. However, at the checkout department, the cashiers do feel like they could add the most value regarding customer experience. They are the last employee customers see. Moreover, customers who decide to pay at the cashier instead of the self-checkout are often looking for a friendly face and someone to have a little chat with. But at the same time, the cashiers feel like they are discouraged from adding any value. As they have very little regulatory capacity into their task. When they need to correct something or things get a little bit more difficult, they must ask a supervisor for help, which takes away the pride and zeal they could experience when they would be allowed to have this regulatory capacity. *"Well, instead of adding value it feels like I am doing exactly the opposite. As if I am not adding anything, because I immediately must ask someone for help. I find that unpleasant because I know I could easily solve it myself" (C2)*

So, to conclude, dedication among all departments is very low. The employees do not experience it as inspiring or as a significant and meaningful pursuit at all. At the KW and Vers department the marginal employees find their work, simple, below their level and not inspiring at all. At the checkout department, the cashiers feel like their job does at some value. However, the regulation necessary to add this value is taken away from them.

4.1.3 Absorption

Absorption involves being fully focused and engrossed in one's work so that time flies' (Amor et al., 2021). Signs of absorption are when employees forget everything around them while they are working, time flies by, it is hard for them to detach themselves from their work and they like to work intensively. The employees explain that whether the time flies by depends greatly on how busy it is in the store. Especially at the checkout department, this is an important factor. The cashiers do all agree that between 5 and 6, during holidays and at the peak hours on Saturday the time flies by. However, as soon as it gets quieter, they are counting the minutes before their shift ends. *"When it is busy the time flies by, and before you know it, your shift is over. But when it is quiet, the minutes last very long"* (C3). At the other departments, it depends on what kind of tasks they get. For example, on Sundays the tasks are more varied as they also include preparatory and support tasks instead of only production activities. So, on this day the employees at Vers and KW feel that the time goes by much faster than working in the evenings. When working during an evening shift they must perform repetitive and bland work which makes it sometimes difficult to stay focused. *I never really get absorbed by my work. That is mainly because it is just very boring, so you just start thinking about other things"* (B1) Moreover, it seems quite easy for the employees to detach themselves from work. *"I often check my phone to see whether I can go home already. For example, when I work from 5 till 8 you do not have to stay until everything is finished, so then I am checking my phone a lot, I just do not want to stay a minute longer than necessary"*. (A1)

So, in general absorption is low, with some exceptions when it is very busy at the store. The employees do not get soaked up by the work itself, so it is difficult for them to stay focused, which at the same time means that the time does not fly by. Mainly when the employees must perform repetitive tasks during the evening, they find it difficult to get absorbed by the work they are doing. Moreover, in the evenings it is very quiet at the checkout department, so also for the cashiers the time goes by very slow during these hours.

4.1.4 Conclusion

After assessing all three dimensions based on the UWES scale during the interviews, the work engagement overall can be established. When looking at vigour it can be said that the employees do not experience this feeling on a regular basis. And if they experience vigour it is only for a short amount of time. Next, dedication scores low as well. This is because the tasks are bland and simple. The employees feel like everyone can perform this job, which is not very inspiring

for them. Moreover, at the checkout department the cashier feel that all regulatory potential is taken away from them, which diminishes the pride they could feel while performing their job. Lastly, absorption only exists when it is busy. However, this does not happen when they work during the evening. When it is quiet, or when doing repetitive work, it difficult for the employees to stay focused and really get absorbed in their work. So, to conclude, it can be stated that work engagement among the marginal employees of Supermarket X is low.

4.2 Organisational structure

De Sitter takes the primary process as the basis for the design of the organisational structure. Therefore, it is important to first understand correctly what the primary process of Supermarket X is. It can be defined as freight coming into the store, which is then filled on the shelves and leaving the store with the customer who buys it.

The primary process can then be divided into varies order types. Defining the order was quite a challenging part of this research. This is because customers in the service industry can be the order as well as the object of the service (Kuipers et al. 1., 2020). Taking the customer as the basis for the order flow would be one of the options. When opting for this choice, the design will focus on an integrated offering for this customer. However, as this Supermarket X affiliate is not a franchise store, the layout is standardized which means that it cannot be changed. This severely limits the options to center the offering around a customer segment. This is what Achterbergh and Vriens (2019) call the solution space. Even though functional concentration would be lowered by changing the store layout, the value of this parameter cannot be lowered given this specific context. Hence, this option did not make it to the drawing board. However, as Kuipers et al. (2020) stress, taking customer segments is not the only option for defining the order. The second option is to base the order on (families of) products or services. However, to be successful, a macro unit should also meet practical requirements such as the volume of the subunit. In the case of Supermarket X, this requirement would not be met as the macro units would consist of only very few employees. The last and most favorable option for defining the macro units would be the type of freight coming in. The advantage of this option is that the order stream for these macro units would be voluminous and stable enough so that they provide a good input for these units. This results in the following order streams:

Long containable stock

This freight comes in three times a week, on Monday, Wednesday, and Friday. This stock needs to be ordered, unloaded, and stocked on the shelves. Afterwards, the reason for why certain supply does not fit on the shelves needs to be checked. It can for example happen that the goods which should be in stock are not correctly entered in the inventory system. The last step of this process is stocking it in the stockroom at the right place. Regularly someone will check this stock to see whether it will fit on the shelves in the store.

Refrigerated stock

The stock which needs to be refrigerated comes in every day; this is dairy, cheese, meat, vegetables, and fruit. Again, this needs to be ordered, unloaded, and stocked on the shelves, the stock that does not fit needs to be stocked in the cooling areas. Due to the short expiration date on the refrigerated products, the products that will expire the following day are discounted by 50%, and products that expire that day will be removed and thrown away.

Frozen stock

The third type of stock that comes in is the frozen stock. This happens on Monday, Wednesday, and Saturdays. Again, this needs to be unloaded and put on the shelves, and the stock that does not fit needs to be stored in the freezer in the stockroom. Moreover, the frozen freight also contains the bake-off bread for the bakery, croissants, and hard buns for example. This type of bread is freshly baked every day. This order stream has quite a high variety of characteristics as it contains frozen products for customers to buy as well as the goods for the bakery. However, this freight comes together on the same trolley's and with the same supplier thus they do belong to the same order stream.

Bakery

At the bakery, fresh bread comes in every morning before opening. There are two types of bread coming in. First, bread which is already cut and packed. This bread only needs to be put on the shelves and is then ready for customers to buy. The second type of bread which comes in is fresh bread. This needs to be baked first, cut, and then packed and put on the shelves. Once all these tasks are finished, the bakery needs to be cleaned. In the evening, after the store is closed, the bread which has not been sold needs to be removed from the shelves and thrown away. Lastly, bake-off goods need to be ordered.

Checkout

The last step of every order stream is that customers take their groceries from the shelves and pay at the checkout. They can either choose to pay at the self-scan checkout or pay at one of the cashiers. There is also a tiny drugstore, parcel point, and dry-cleaning service which need to be operated at the checkout.

4.3 Design parameters

Now that the order streams have been defined, the analysis of the seven design parameters can be discussed. Discussing the order stream first was important because the analysis of certain parameters depends on how one defines the order. Functional concentration for example gets a different meaning when the order is ‘the customer’ as when the order is ‘a supplier’.

4.3.1 Functional concentration

Achterbergh and Vriens (2019) define functional concentration as the degree to which operational tasks are (potentially) related to all order types. At Supermarket X, the two managers are responsible for the planning of all departments, KW, Vers and the checkout. Moreover, they are also responsible for the daily production planning for KW and Vers, this planning includes who needs to do which freight and how many minutes this should take. When an employee has some time left according to the production planning, additional tasks will be assigned to them. These additional tasks are communicated through this planning as well. The planning will be handed over to the supervisor and he/she discussed this with the employee's of KW and Vers. Next to this, the evening supervisor oversees and supports all three departments. The technical support activities are provided by external parties who are available for the overall store.

The order streams have been defined based on input. The result of this is that it can be stated that the checkout department is functionally concentrated. Every order stream passes the checkout before it leaves the store. Thus, this department is related to all order types. This means that it must deal with a high variety of order streams. Because of the high variety of orders the cashiers need to be able to get support from the other departments. *“Our tasks also belong to other departments. For example, when the system does not correctly discount a bread, it belongs to the bakery, so they need to be able to support us then.” (D1)* The current structure can be seen in image 4.1. The image shows clearly that preparatory and support activities as well as the checkout department are functionally concentrated.

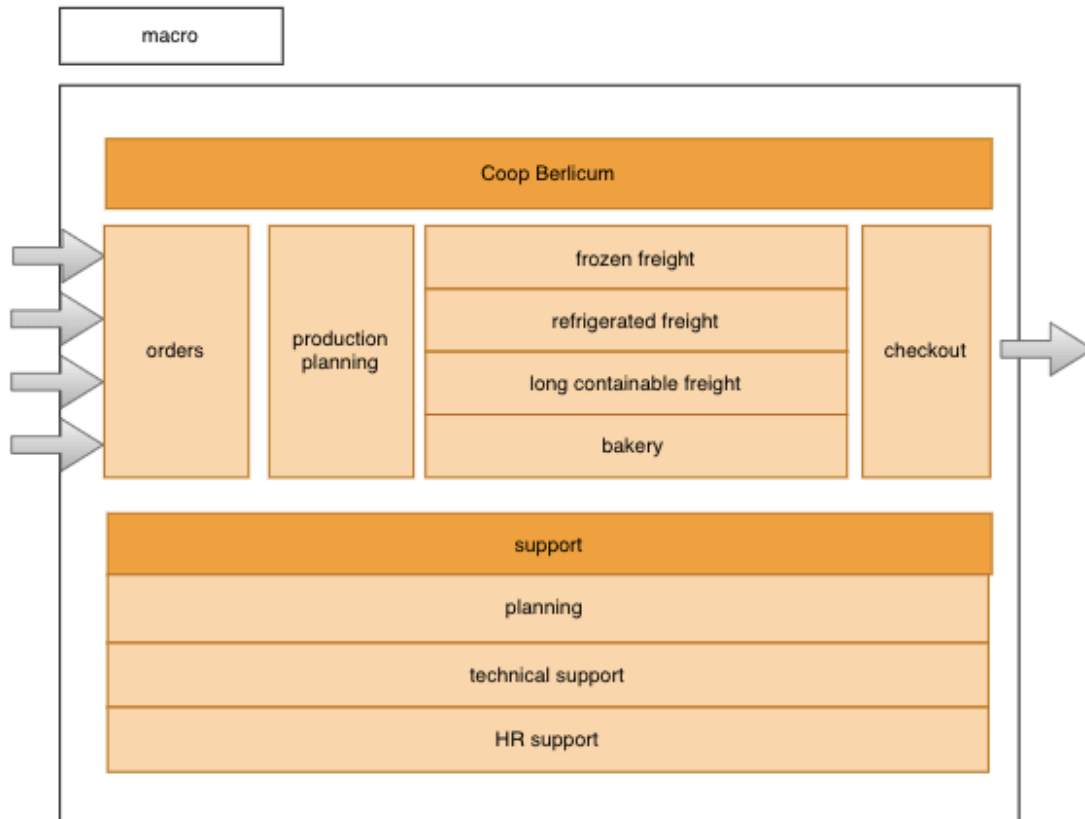


Figure 4.1. Current macro flows

4.3.2 Differentiation of operational activities

De Sitter takes ‘production’, ‘preparation’, and ‘support’ activities as a point of departure for this design parameter. It has a high value if operational activities are grouped into separate ‘production’, ‘preparation’, and ‘support’ tasks. A low value on this parameter means that operational tasks include all three activities (Achterbergh & Vriens, 2019).

When looking at the marginal employees working the evening shift. It stands out that nearly all preparatory and support tasks are excluded from their tasks. This means that the Supermarket X has separate people for the planning; the two managers are mainly responsible for the staff planning as well as the production planning. Moreover, they are responsible for ordering the freight. Maintenance and other support activities are for the majority done by external parties. This leaves the evening shift with tasks that contain only production activities. Their tasks consist of filling the shelves and shelf arrangement. Additionally, at the Vers department the employees need to store the left-over freight in the cooling area’s. However, at the KW department this is done the next day by another shift. *“We are only responsible for the producing activities. I have never made the production planning for example. They never ask*

us to do that. That is always done by the assistant manager.” (A1) This separation leads to various problems. Something which the employees regularly encounter is that the production planning is not lining up with the freight and employees available. As this planning is made during the day, the managers do not always have oversight at how things look in the evening or if freight has already been stocked during the day. This results in various disruptions. “Sometimes it is just impractical, or the planning is completely incorrect. Then one stock clerk is just standing there, doing nothing while someone else has to fill 6 trolleys within one hour. Then the person doing nothing is going to arrange the shelves, which is not a priority at that time”(A1). In theory, the supervisor should oversee this and make sure that these kinds of problems are solved. However, as the supervisor needs to oversee and assist all departments, they cannot always find the time to make this work. ‘As a supervisor you need to be everywhere, you need to be present at all departments. Sometimes that is super chaotic, you can only be at one place at a time. It can be frustrating that you do not even have time to finish your own tasks, but well, all departments need you, so that is part of the job I think’ (D1). Moreover, the employees experience it as unpleasant, that everything they need to do has been scheduled down to the minute for them by someone else who is not around at that time.

Another problem arising when this parameter has a high value, is the number of relations it introduces. As can be seen in figure 4.2 below, there are many relations introduced within the structure of Supermarket X because of the separation between the preparation, support, and production activities.

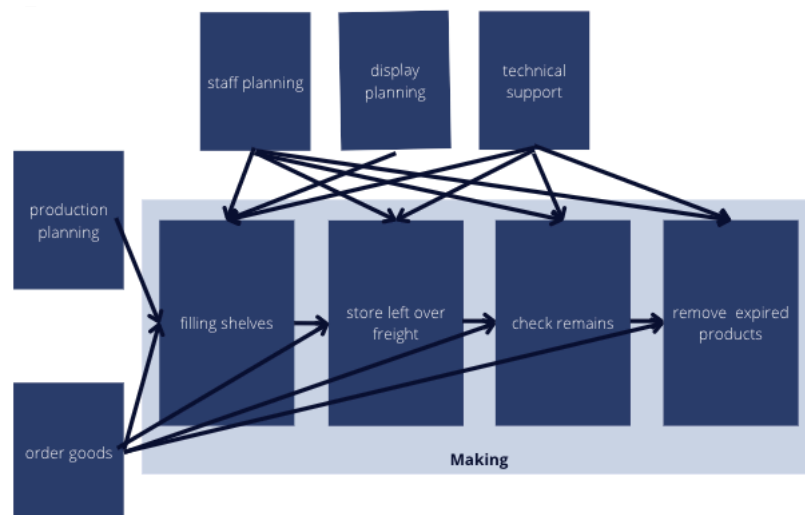


Figure 4.2 Differentiation of operational activities

Splitting up these tasks does not only lead to disturbances with the production planning. It also leads to disturbances with the display planning. Every Monday the new special offers start. On Sunday all old discounts are removed from the discount presentations and the new ones are placed in the store. The stock clerks at the KW department as well as at the Vers department do this according to the so-called display planning. This planning is made in advance by one of the managers based on the amount of stock they order for the various discounts. In theory this should not lead to any problems. However, in practice the employees do experience it as problematic that this planning is made by someone outside their team. *“The plan is never, or almost never right. I was thinking about that a while ago, what if they would just let us make that plan ourselves. Then we would not be so annoyed all the time. Now it costs so much time to decide for ourselves where we must put all the stuff”*(A2). The same situation holds for the Vers department. *“Sometimes, when you need to fill the special offer fridges, the stock is not ordered, which results in trying to find stuff which is not even there. It is up to you what you place in the fridges instead. However, sometimes I do that and when I arrive on Monday everything is changed again. This causes me to feel like I could just have left it empty, instead of trying my best?”*(B3)

To conclude, the value of separation between preparation, make and support is high in the current structure. Not only does this lead to a high number of relations, which in turn causes many disturbances. It also results in boring and simple tasks for the marginal employees which makes them unable to feel engaged.

4.3.3 Specialisation of operational activities

This parameter refers to the degree to which operational tasks contain only a small part of the complete operational process. The degree of specialization increases if the complete operational process is split up into sub-activities and if these sub-activities are allocated to separate tasks (Achterbergh & Vriens, 2019). Specialization is present at Supermarket X. One of the reasons for this is the opening hours of the store. The work must be split up in shifts as there should always be employees present during the opening hours. The marginal employees do experience that they are only involved in a small part of the process. A problem which comes into existence when specialization is high, is the number of relations increasing. As de Sitter argues, the more interfaces, the higher the variability and the greater the chance of something going wrong. At the Vers department as well as at the KW and checkout department, employees sometimes need to finish tasks which belong to the previous shift(s). An example of this is at the KW

department. Only the first step in making a complete order belongs to the marginal employees. Instead of having no interfaces, there are four introduced here.

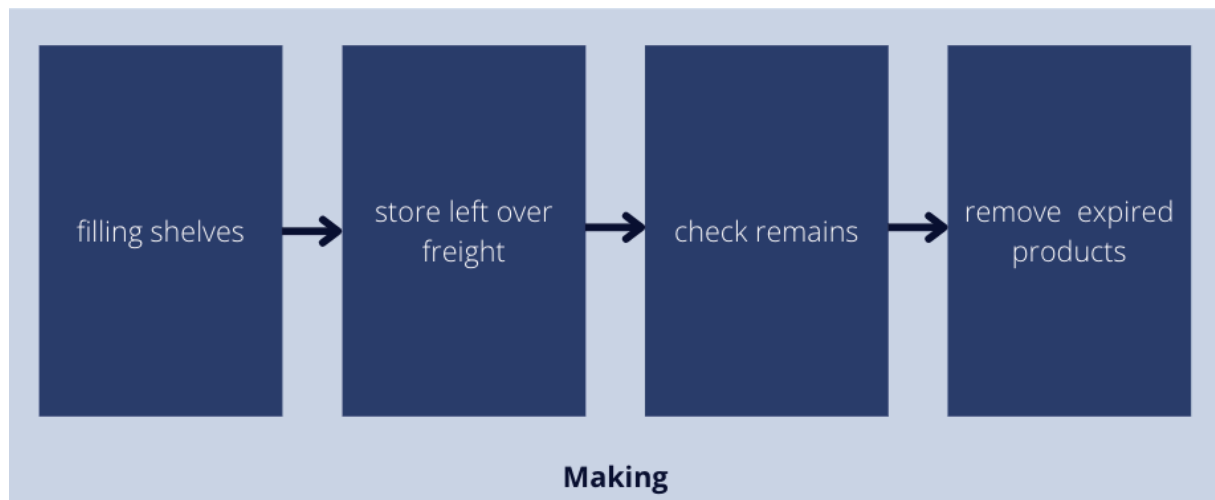


Figure 3.2 Specialization of operational activities

In the current structure the employee's arriving in the evening sometimes need to finish work from the previous shift. *"Sometimes, when I arrive, and things are not finished yet, I must do extra tasks because someone else did not finish his job. Then I am annoyed. Usually I can finish it in time, but it is just annoying, because why would I try my best if someone does not try his best either?"*(A3) Moreover, due to splitting up these tasks, the marginal employees do not feel like they are involved in the complete process. As their tasks only have a small scope, it is difficult to feel like they are contributing to the output of the overall order flow and even more difficult to contribute to Supermarket X as a whole. *"I do feel like I am just performing a tiny part of the overall process. If you work in the evening, you just sit down, run the checkout and you are done. So no, there is not much more to it than that."* (C1)

So, it can be said that specialization is high. There is low involvement in the complete process of the departments. Moreover, tasks belonging to the previous shift are not always completed. Not only is this sometimes annoying to the employees working the evening shift, but the communication about which tasks need to be finished is also not always flawless either. One of the reasons for this is that the marginal employees start between 5 and 6, one of the busiest hours in a supermarket. Moreover, the employees of the day shift want to go home as well, so they do not always find the time to stay much longer to communicate everything. *"Sometimes it can be quite hectic because it is a busy moment in the store, and occasionally there are things which are not communicated"* (C1)

4.3.4 Separation between production and control structure

Every activity has a regulatory and an operational aspect. Separation refers to the degree to which these two aspects are assigned to different tasks. A high value on this design parameter leads to structures in which operational tasks contain as few regulatory activities as possible (Achterbergh & Vriens, 2019). Especially at the checkout department this so called ‘separation’ exists due to the existence of the supervisor's code. Only supervisors are in the possession of such a code, which they are not allowed to share with other employees. Cashiers need this code for various actions, such as correcting a mistake, opening the cash drawer when they forgot to give saving stamps, price corrections, taking a product back, and various other actions needed to continue their operational task. *“It depends on the number of mistakes you make. However, it is something which comes back quite often, it happens very regularly” (C2).* This code is very disruptive for the cashiers for various reasons. The first reason is that they need to interrupt the supervisors while they are doing their own tasks. *“I find it unpleasant, especially when you need it many times during the evening, then you are constantly keeping someone from doing his or her work. Which makes it your fault that they cannot finish their work in time” (C2).* The second reason is that it makes them feel kind of foolish, and the customers think that they are not capable of doing their job. *“I am not even allowed to do everything; I will never get higher up. I am only allowed to do the same thing for 5 years already, bleeping” (C2).* *“The line is only getting longer and longer, which makes the customer impatient. I am the one they start complaining to and the only thing I can do is sit and wait, even though I do find it unpleasant for the customers” (C1).* The third reason is that it is disrupting them in just continuing to do their job. When they call someone via the headset, it can take quite a while before one of the supervisors arrives at the checkout. He/she can either be busy helping other customers, helping an employee, or unloading the freight. The cashier just sits there waiting until the supervisor has time to help her. Meanwhile, the customers are getting annoyed and the line at the checkout gets longer and longer. *“Well, it is always annoying, you have to call a supervisor, they have to arrive, you are keeping the supervisor from doing his/her job, the customer has to wait, you are waiting while the line is only growing. And meanwhile you are just running behind” (C3).*

At the other departments, KW and Vers, the employees do not need the supervisor as often as at the checkout department. They can usually execute their production activities without the help of the supervisor. *It depends for a great part on who the supervisor is that evening, of course. But I do think that at the Vers department we can work quite independently, right? The supervisor does not really need to look after us (B3).* Also, when problems occur, they are

allowed to try to solve it themselves before consulting the supervisor. However, when a customer would like to order something or has a complaint, they do direct it to the supervisor. *I think that we would be allowed to solve it ourselves. However, usually we just directly pass it on to the supervisor. You are allowed to solve it, but I think no one does it (B3).* Even though employees do have operational regulation to a certain extent, they do not always use the opportunity for this type of regulation. Often, they consult their supervisor when a problem arises, either to get confirmation or because they do feel like they must do this. However, overall, it can be stated that employees at the KW and Vers department experience sufficient opportunities for operational regulation to deal with disturbances arising during their work.

Even though the KW and Vers employees do not need to go to their supervisor all the time during their shift. They do experience a separation between the production and control activities. They explain that it is mainly the managers who make the rules. However, as the managers always work during the day, they almost never see them. So, they feel like they make rules while they do not know what is really going on at the shopfloor during the evenings. A result of this separation is that when they report problems, either it takes a long time before someone acts on it, or they just simply ignore it because they never experience the problems, as they do not work in the evenings. *“Sometimes, you do report a mistake, and they just leave it for two weeks. Well, in that case, I won’t do anything anymore and they will just encounter the mistake themselves or the mistake just stays. If you feel like your supervisor or boss does not even care, why would you care, as a part-time employee who is here for 7 hours a week?” (B3)*

To conclude, it became evident during the interviews that the separation between the production and control structure is high. More importantly, the employee's do experience this separation as problematic. Rules are made which they have not been involved in, this leads to rules which are not implementable at the operational level and when they encounter problems it can take a long time before someone acts on it.

4.3.5 Differentiation of regulatory activities into parts

Every activity of regulation necessarily includes three sub-activities (‘parts’): ‘monitoring’, ‘assessing’, and ‘acting’. The degree of differentiation of regulatory activities into parts has a high value if monitoring, assessing, and acting are assigned to different tasks. It has a low value if these sub-activities are integrated into one task (Achterbergh & Vriens, 2019). At

Supermarket X these activities are integrated in the function of the two managers and the supervisors. The supervisors in the evening do have the authority to act when necessary. However, the actions they may take, are limited to a certain extend. For instance, they can send someone home when he/she is not functioning properly, or they can give them an informal warning about their attitude. However, when problems get more serious, or when the employee repeatedly does not function properly the supervisor should direct this to the store manager. Moreover, when sending someone home it is also communicated with the manager so she can take further action. The supervisors do experience that the actions they can or will take are limited. *“I pass it on to the manager. I do not feel that I am capable of taking action myself, or well, to undertake something myself, no” (D1)*. Regarding monitoring, the supervisors do monitor and assess the production activities of the marginal workers in the evening. However, the next day the managers do monitor this again based on what they notice. When they find it below standards, they will either communicate this to the supervisor, he/she can then decide to communicate this again to the concerning employees, or they will directly communicate it with the marginal employees.

To conclude, the value on this parameter is not as low as it should be. However, it does also not create any serious problems according to the supervisors and the marginal employees.

4.3.6 Differentiation of regulatory activities into aspects

Three forms of regulation exist: strategic regulation (setting and resetting goals), regulation by design (designing and redesigning the infrastructure), and operational regulation (dealing with day-to-day disturbances in operational processes given the existing goals and infrastructure). The value on this parameter is determined by whether these three forms (‘aspects’) of regulation are assigned to separate tasks or whether tasks exist containing all three forms of regulation (Achterbergh & Vriens, 2019). There is a clear separation between these three activities at Supermarket X. The tasks of the marginal employees do include some level of operational regulation. Which they experience as a positive aspect of their job. At KW and Vers the employees do not have to involve the supervisor for every disturbance they experience. However, even though employees do have operational regulation to a certain extent, they do not always use the opportunity for this type of regulation. As mentioned before, they often still consult their supervisor when a problem arises, either to get confirmation or because they do feel like they must do this. Moreover, the daily production schedule states which type of freight they need to fill that day. Even though they can choose for themselves which trolley they take

first and which one last, preparing this planning takes away the operational regulation for a large part. However, overall, it can be stated that the employees at these two departments experience sufficient opportunities for operational regulation to deal with disturbances arising during their work. However, at the checkout department this is not the case. As can be seen at parameter four, operational regulation necessary to continue the process is not part of the task of the cashiers.

In contrast to the operational regulation, regulation by design is only assigned to the store managers. The marginal employees even start laughing when they are being asked if they are involved at all in designing their own tasks. *“No, haha is that a joke? We do not get involved in that. We just work here, stock the freight we are assigned to and go home. We do not have any saying in that. Even though some guys are smart. I think a nice conversation with feedback would be possible if they would just talk to us about this. This could make our work much easier.”* (B2) They do feel like they could add valuable ideas when it comes to their own tasks. However, no one ever asks for their input. *“No we just get a schedule and stick to that, but they will never discuss that with us”* (B2).

Strategic regulation is either assigned to the store manager or the headquarters. Just like regulation by design, it is not part of the job of the marginal employees. They are not asked to contribute their ideas, and they feel like that even when would speak up, no one would listen, or that it would take a long time before any change would ever happen. *“No definitely not, there is no possibility to voice your opinion. And even if you would suggest something, it is not being taken very seriously”* (B3).

When taking into consideration that the marginal employees only experience a moderate form of operational regulation, compared to no design or strategic regulation. It can be said that this parameter has a high value. Which means that there is much regulatory potential to gain for the marginal employees.

4.3.7 Specialisation of regulatory activities

As with operational activities, regulatory activities can be grouped into smaller sub activities. One can design the regulatory tasks in such a way that one is only monitoring or assessing a small part of the operational process (Achterbergh & Vriens, 2019). However, this is not the case at Supermarket X. The two managers are responsible for monitoring and assessing the complete operational process together. The marginal employee's feel like they can ask any kind

of problem to either one of the managers or supervisors. So, it can be said that this parameter has a low value. Moreover, the marginal employee's do not experience any problems with this parameter. *“Every manager does know something, you do not need to go to a different person. I do think that everyone has the same knowledge.” (A1)*

4.4 The relation between work engagement and organisational structure

It is argued in chapter 3 that Job redesign may positively influence work engagement. When employees work in an organisational structure where they have small tasks and a lack of overview of the process, learning about how to contribute to the goals and output of the organisation is virtually impossible (Achterbergh & Vriens, 2019). This makes it difficult for employees to feel involved (Kuipers et al., 2020). Due to the high level of functional concentration and separation, the marginal employees have small tasks which only concern production activities. The support and preparation are taken away from them. As mentioned before, Kuipers et al. (2020) point out that including these tasks within the segment is essential to feel engaged at work. The employees themselves mention that the tasks they must execute are simple, boring, and far from what they are capable of. Moreover, they are only involved in a small part of the process. This results, as is expected following the theory on sociotechnical design, in a lack of overview of the complete process. Making it nearly impossible for them to feel any form of engagement. Consequently, the interviewees state that their work engagement is low. However, most of them quickly add to this, that this is not the case when they work on Sunday. The reason for this is that on a Sunday there are no managers around and the supervisor lets them free in how they want to do their work, as long as everything is finished at the end of the day. Moreover, on this day they are responsible for some of the preparation and support activities. *“Well, the supervisor just lets us do our own thing, and this always works out in the end, so yes, it is nice to have some extra responsibilities.” (A2)* This indicates that the marginal employees might like to have tasks which include more regulatory capacity, and more support and preparatory activities. This would be positive for the work engagement of the marginal employee's. Because as Kuipers et al. (2020) state, regulatory capacity is necessary for employees to feel engaged at work.

At the checkout department the lack of regulatory capacity is especially problematic. The separation between the production and control tasks is very high at this department due to the supervisors code. As this supervisors code takes away much of the operational regulation

necessary to continue the operational process, it becomes very difficult for the employees to feel engaged. The cashiers stress that the work engagement they could feel because of the value they could add for customers is taken away because of this.

4.5 Conclusion

First, it can be concluded that work engagement of marginal employees working at Supermarket X is low. On all three dimensions, vigour, dedication, and absorption the answers are almost unanimously. Looking at the three dimensions separately, it can be stated that the employees do not experience their work as stimulating and energetic and something to which they really want to devote time and effort (the vigour component). They do not experience it as inspiring or as a significant and meaningful pursuit (dedication). Moreover, they do not get soaked up by the work itself, so it is difficult for them to stay focused which at the same time means that the time does not fly by (absorption). Only on Sunday they feel like they are enthusiastic about work as they are responsible for some of the preparatory and support activities and they get more regulatory capacity. This confirms the idea of Kuipers et al. (2020) that regulatory capacity is necessary for employees to feel engaged at work. Sometimes they are proud of what they have done. However, this feeling is often short lived as there is no appreciation for it.

When looking at the order flow, the freight, it can be said that functional concentration is low, as specialized departments are centered around a specific type of freight. However, functional concentration is high when looking at support and preparation activities, as these deal with all order flows. Moreover, all order flows need to pass the checkout department. The most important finding regarding the parameters is that there is a high separation between production, preparation, and support activities. This is the main cause of the low level of engagement of the marginal employees. At the same time, it came forward that the marginal employees do experience more engagement when they are handed these kinds of activities. Second, there is high specialization of operational tasks, leading to simple tasks with a small scope, making it difficult to contribute to the complete order flow. Third, the separation of the production and control structure proves to be problematic at the checkout department. Moreover, at the Vers and KW department it results in rules which the marginal employees do not experience as helpful for their work. Lastly, the separation of control activities into aspects results in tasks which are excluded from the design and strategic aspects.

5 Redesign

The outcomes of the diagnosis, discussed in chapter four, provided the input for the participative redesign of the organisational structure. The aim of this redesign is to increase the work engagement of the marginal employees. This will be done with the help of the sociotechnical design principles, discussed in chapter two of this research. During the focus group various options for redesigns have been discussed, as making an organisational design is about weighing the pros and cons of different options. The members of the focus group could compare different designs and express their opinions and concerns when opting for a certain design. This ultimately led to a redesign which has considered the sociotechnical design steps as well as the specific context of Supermarket X and the needs of the employees.

Design and implementation are closely related activities. ‘During the design step, parts of the designed structure are often already implemented, and, based on experimentation with implemented parts of the structure, changes often need to be made to the design. So, even though design and implementation can be separated analytically, they are intrinsically related’ (Achterbergh & Vriens, 2019, p. 182). However, as implementation is outside the scope of this research a preliminary redesign has been created. This design is based on the analysis and one participative redesign session. However, to arrive at a redesign which is completely finished multiple sessions and additional research would be necessary.

5.1 System boundary

The first step in redesigning an organisational structure is determining the system boundary. The function of this step is to make sure that there is no ambiguity about which part of the organisation will be the object of the design. Focusing on the complete system prevents solutions which are only local suboptimisations (Kuipers et al., 2020). The boundaries at Supermarket X are placed around the moment the freight arrives until the moment the customer leaves the store with their products. This boundary has been chosen because every decision that happens before the cargo arrives and after the customer leaves is outside the scope of control of the managers of the affiliate.

5.2 Production structure

5.2.1 Macro

At the macro level, the whole system is considered. The main question here is how one can design independent sub flows based on the defined order. These sub flows are based on the characteristics of the order. Out of the options available to Supermarket X, the freight has been taken as the basis for the order. The possibilities for a redesign at the macro level are severely limited because this is not a franchise store, thus the store has fixed places and several standardised processes. However, to define sub flows, it is still essential to have insight into the characteristics of the order flow, as we want sub flows that are as homogeneous as possible. Next to homogenous order flows, Kuipers et al. (2020) argue that flows on the macro level should be able to perform as many supportive and preparatory activities themselves without being dependent on others outside the flow. During the analysis it became apparent that these activities are grouped outside the macro flows in the current structure. Therefore, during the focus group it was proposed to design them within the flow instead of having the preparatory activities functionally grouped outside the flow. The marginal employees believed being responsible for preparatory and support activities would make their work more varied, enrich their tasks and lower the number of irritations arising from incorrect planning. However, at the same time they did say that it should also not become too difficult and complicated as it is still a student job which they need to perform after a long day at school. The manager mentioned that placing orders happens weeks before, according to her adding this to the order flows would become complicated. Taking these aspects into considerations resulted in the following macro design.

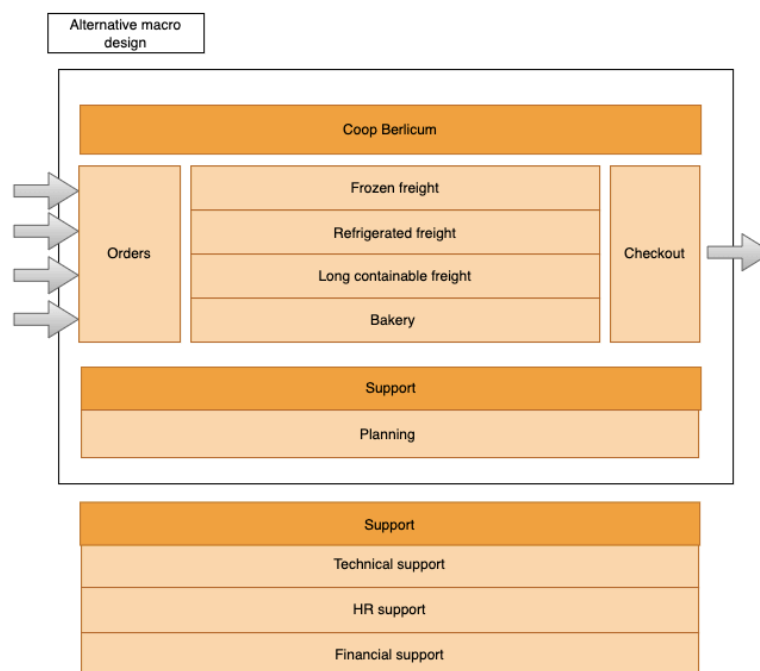
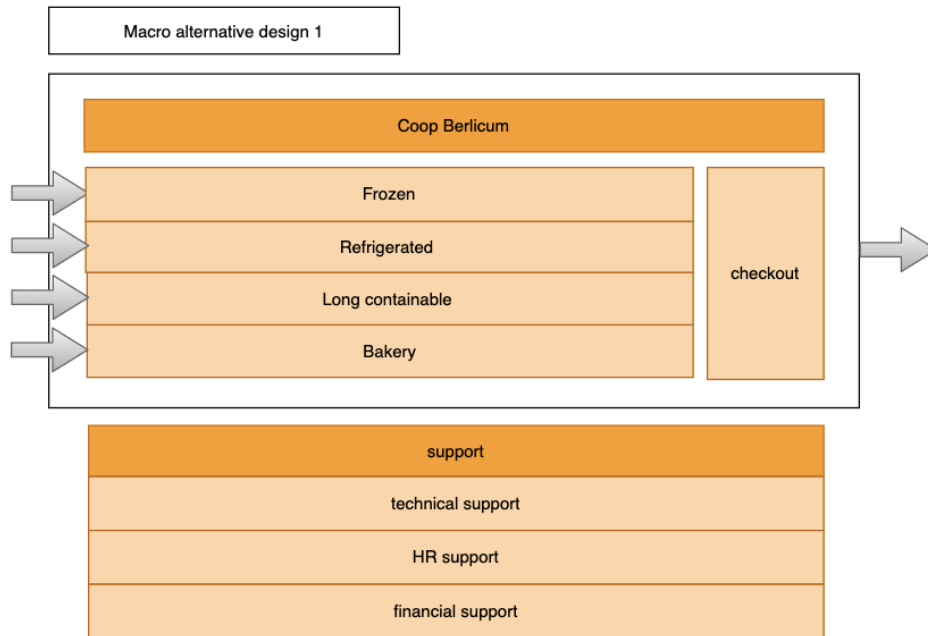


Figure 5.1. Alternative macro design

Even though according to sociotechnical design theory the ideal situation would be as figure 5.2. Considering that it is not a full-time job for the students it would be difficult to realise this.

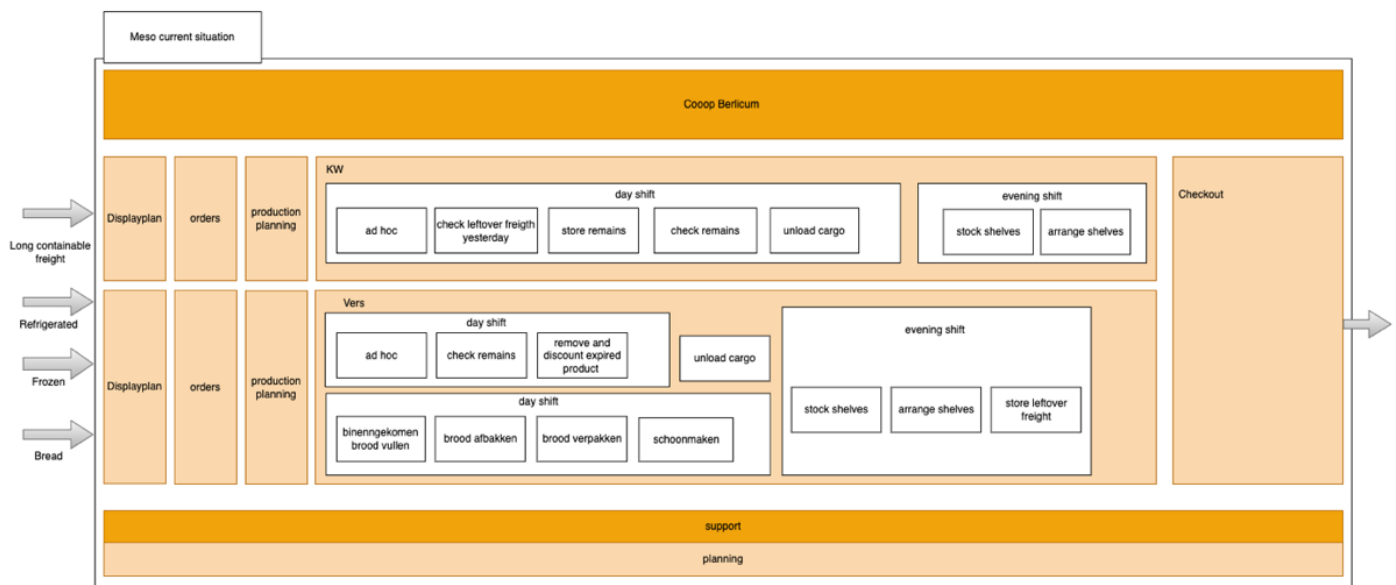


5.2 Ideal macro design

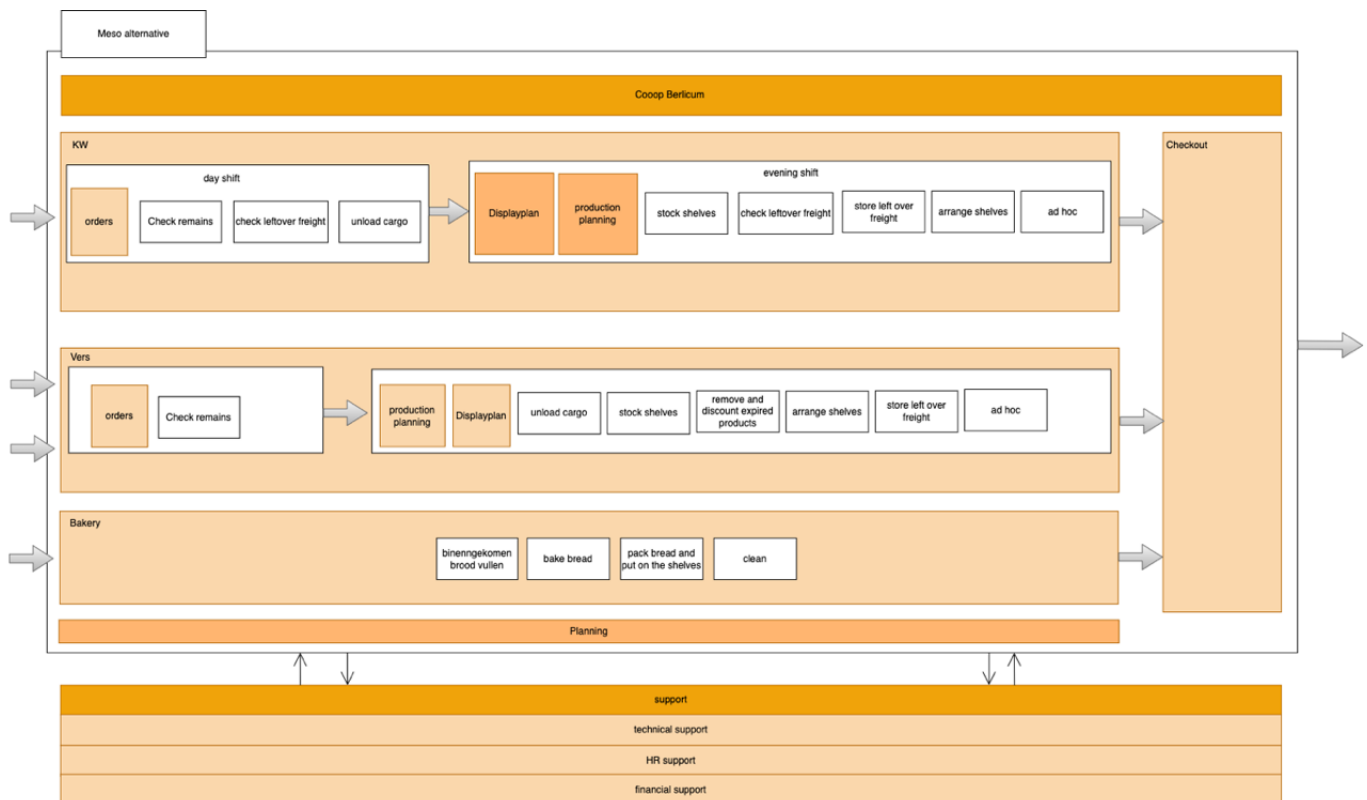
5.2.2 Meso

At this level we again look at the variety of the characteristics of the designed order flow to find out whether it is possible to make an even more homogenous order flow. The aim is to create as less interfaces as possible as this decreases the need for regulatory activities. Preferably, segments have between 6 and 12 employees. On the one hand, further parallelizing the long containable order flow would result in a more homogenous order flow. For example, the freight could be subdivided in Asian, Mexican, household etc. However, this option would result in segments with less than 6 employees. Moreover, when choosing this option, the functional concentration would increase. When selecting this option, the segments would have a shared input as they arrive with the same supplier. After weighing both options during the focus group, it has been decided to not further parallelize the order flow for the long containable stock. Instead the focus was on integrating preparatory and support activities as much as possible. However, at the vers department it has been chosen to opt for parallelization instead of segmentation. The interface between the bakery and the Vers department has been removed. This interface created unnecessary disturbances. Work which is not finished at the bakery does not necessarily need to be finished the same day. Removing this interface allowed for a more flow like design.

One of the main problems with the current design is that segments are created which are externally dependent on the input and output sides. Moreover, they are not responsible for the preparation and support activities. This leads to segments dependent on others for doing these tasks, which, as is expected following sociotechnical design, leads to a higher number of disturbances. Thus, this increases the complexity of the structure. Therefore, the main goal in this part of the design process was to develop externally independent segments responsible for their own preparation and support activities as much as possible. In the new design the evening task segments for vers and long containable freight will be responsible for their own production planning. This allows for more operational and design regulation within the evening segment. Next to this, they will be responsible for a larger part of the operational process and some of the support activities such as ad hoc are added to their segment as well. To be able to compare the differences the current as well as the new meso design can be seen in image 5.3 and 5.4 below.



5.3 Current design meso level



5.4 Alternative design meso level

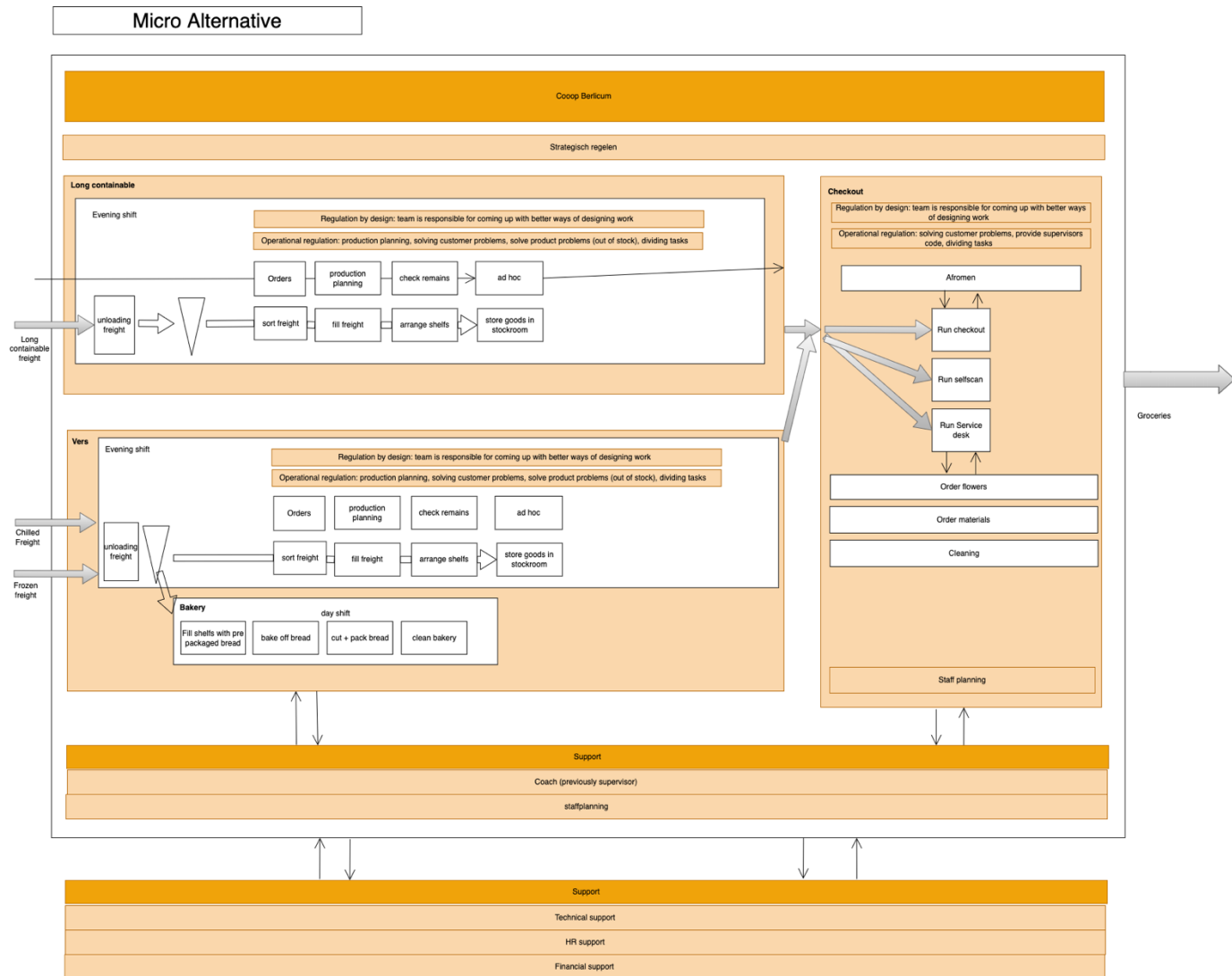
5.2.3 Micro

At the macro and meso level, the aim is to create independence; at the micro level, the aim is to develop internal dependency. The most important design condition is: the group members should be complementary depended on each other and have a common interest in having a good, error free process. As explained in chapter 2, Kuipers et al. (2020) propose several requirements that one could consider when dealing with relatively simple tasks. These have been followed to arrive at the micro design for the production structure. First, the individual task should be varied enough. Second, it should address the skills of the employee and include enough learning opportunities. Third, it should contribute recognisably to the group result and -process. Fourth, the cycle time should be long enough to include regulatory tasks. Lastly, the micro design of the production structure should make sure that there are enough communication moments with the other members of the team.

At the KW and the Vers department the group tasks consist of quite a large number of orders with a high variety. In the current structure, this variety of orders is distributed among the individual team members, this is called parallelising on the micro level. One employee is responsible for Asian food, one for coffee, tea and biscuits and another employee for the wine, beer, and soda, etc. This results in every employee having their own hallway. This makes it

easier for new employees to find the products and it prevents too much talking in between work. Moreover, this makes it easier for the managers and supervisor to track how long it should take for one employee to fill the freight, and how much longer/shorter it took him/her. However, Kuipers et al. (2020) propose several disadvantages to this type of microstructure. Employees work quite isolated from one and another. Something which the managers see as an advantage but which is not positively influencing the quality of work. Moreover, it becomes somewhat more difficult to replace each other. This problem was discussed during the focus group. The part-time employee's agreed that it would make work much better if they could work together, for example in duo's. Making the evening employee's responsible for their own production planning allows them to try this out, and make improvements/changes if necessary. This also increases the communication moments the members have with each other as they should discuss this before they start. Moreover, due to the tasks which have been added to their team, they can now alternate between various tasks, this makes their task more varied. Moreover, as the supervisor will not be an external function but internally within the team, and by being responsible for the planning and support tasks themselves they can create their own learning moments.

Lastly, there is the checkout department. This department cannot be altered as the checkout needs to be staffed the entire day. Moreover, preparatory tasks such as arranging the cash drawers and ordering flowers need to happen before a certain time. Therefore, their tasks cannot be enriched with preparatory and support activities.



5.5 Alternative production and control structure micro level

5.3 Control structure

The design of the production structure is taken as the basis for designing the control structure. The aim here is to integrate the regulatory activities as much as possible with the production activities as splitting these activities decreases the quality of the information which is used to regulate (Kuipers et al., 2020). The control structure will be designed from micro to macro, it continuous where the design of the production ends. We will first look at which regulatory capacity can be placed within the teams. Then, the interlocal regulatory capacity between the teams on the meso level will be designed and lastly, the regulatory activities that cannot be assigned to either of these levels will be assigned to the macro level.

5.3.1 Micro

Vers and KW

The control structure on the micro level can be seen in image 5.5 above. This part will answer two important questions. First, which regulatory capacity do we integrate within the task group or segment, given the external production structure? Second, how do we divide this regulatory capacity between the group members, given the external production structure?

As preparatory and support activities have been integrated internally in step two of the production structure, it is now possible to assign regulatory responsibilities within the team as well. Several options are available to realize this. The option which the marginal employees would prefer is that of assigning an internal team coordinator (Kuipers et al., 2020). Within the current structure, there is a team leader who handles the external as well as internal coordination. However, this function is not located at the macro level and not as Kuipers et al. (2020) propose, at the micro level. The tasks of the supervisor are separated from the individual teams. He/she supervises, regulates, and supports all three departments. Moreover, he/she is responsible for providing the supervisors code at the checkout department.

In the current structure production activities are assigned to the segments, but preparatory and support activities as well as regulation are assigned to the team leader. This situation occurs often in practice because there is a fear to integrate regulatory capacity extensively with production activities (Kuipers et al., 2020). Integrating regulatory capacity at the production level does not happen overnight, it will demand a different attitude from the production staff as well as the team leaders and managers at Supermarket X. This was stressed during the focus group as the members found it difficult to imagine that they could perform a new role with much more regulatory potential. However, after careful consideration and trying to let go of the image how they currently work, it was decided that the supervisor would get a role which looks more like that of a mentor/coach. Therefore, in the new design this function is designed as a support instead of a regulatory activity. At the micro level this has severe implications. It means that a team coordinator can/must be assigned within the teams. This role is not fixed but changes depending on who has the most experience that evening. He/she will then be responsible for the internal coordination as well as external communication with the supervisor that evening. Moreover, he/she will be responsible for the external communication with the other segments that work before or after their shift. This will hopefully decrease the communication errors between the segments which exist in the current structure.

Since the group tasks in the new structure are designed in a way that employees are stimulated by the work itself, there should be no need for a supervisor to engage these people by direct supervision. Therefore, the redesign of the control structure can focus on integrating the regulation as much as possible within the segment. The new role of the team leader will look more like a coaching role instead of directing the teams.

The checkout department

One of the most important problems within this department is the supervisor's code. However, during the focus group the manager was very clear about this, there is no way that this can be changed other than the headquarters removing this rule. So unfortunately, changing this does not belong to the solution space of the redesign.

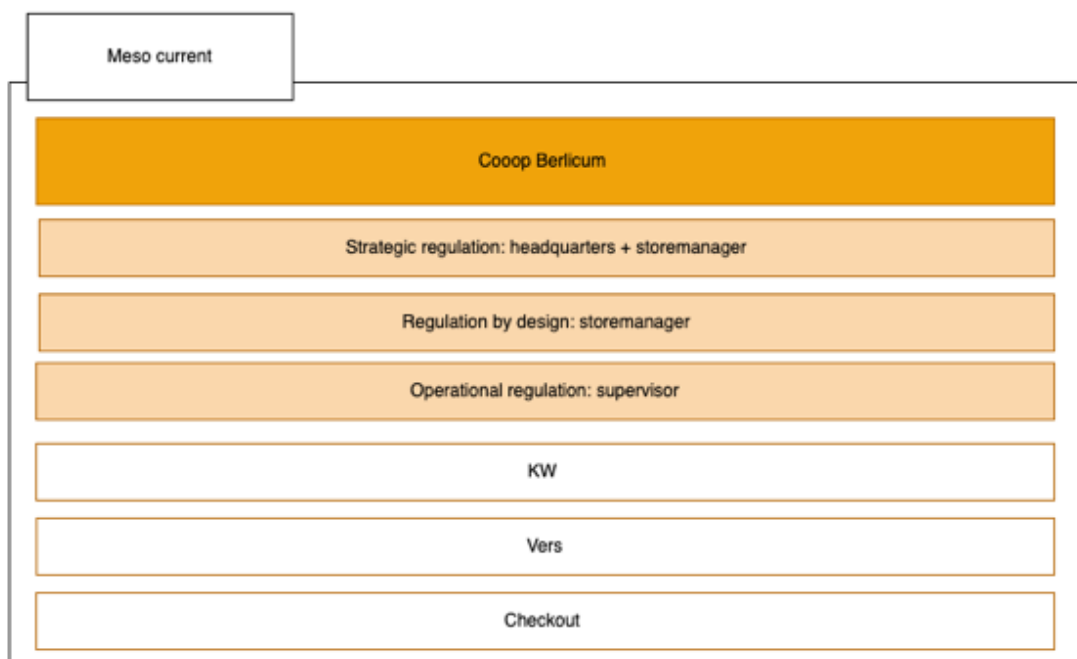
5.3.2 Meso

The design of the meso level focuses on the internal design of the macro flows. So it concerns the tactical interlocal design between segments. The same questions as on the micro level need to be answered, which regulatory capacity do we integrate inside the meso level segments and how do we divide this regulatory capacity between the segments (Kuipers et al., 2020)? The team coordinator which is assigned for that evening will handle the communication with the previous segment. This will decrease the need for the managers to coordinate between the various segments. However, they will still be there to oversee the overall order flows when necessary.

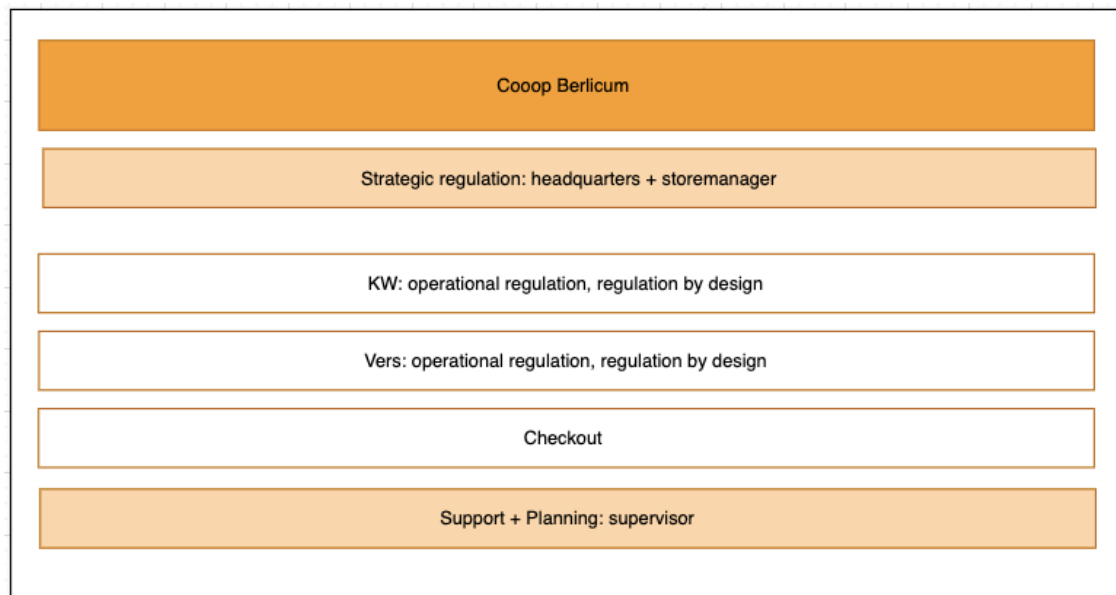
5.3.3 Macro

The regulatory capacity which cannot be assigned to the micro or meso level will be assigned to the macro level. A well-known problem is that plans are designed at the tactical level, but are not executed at the micro level. This can be because they are unrealistic to implement at the operational level or employees resist the plans because they were not involved in the design of the process. During the analysis, it came forward that the employees working in the evening shift feel this very strongly. They are not involved in making the plans nor are the managers who make the rules present at the shop floor. Therefore, the employees feel like the managers designing the plans do not know what the situation looks like at the operational level. This causes them to resist the plans they make. So, the question here is which regulatory capacity on the level of the overall affiliate is necessary for the strategy implementation and the interlocal

synchronization between the macro flows. A common perception is to let the different macro entities adhere to the same policies and impose the same standards on them. However, the aim is to let them be their own entity as much as possible. If they have nearly nothing in common, is it wise to let them adhere to the same standards (Kuipers et al., 2020)? Due to assigning a team coordinator to each team at the micro level there is now room for changing the function of the supervisor at the macro level. As mentioned before, he/she will get more of a mentoring role instead of directly coordinating. This also makes it possible for the supervisor to take on more design and strategic regulation. During the analysis it was apparent that the employees do experience a large gap between management and them. On the other hand, they do feel that the supervisor is part of the team as this person is always there when they work, (while the managers are not present). Therefore, by assigning more of the regulatory potential to the supervisor a more autonomous evening team will be created. For example, the supervisor will get more saying in the personnel planning as he/she knows what the wishes of the part-time employees are. Something which they indicated as very important for their enthusiasm during and before work. During the focus group it was discussed that the marginal employees choose this option over the managers being responsible for the planning.



5.6 Current control structure macro level



5.7 Alternative control structure macro level

6 Conclusion, discussion, and recommendations

This chapter will contain the conclusion as well as the discussion and recommendations. The conclusion will highlight the most important findings of the diagnosis and redesign phase. The discussion will consider the limitations as well as the theoretical and practical implications. This chapter will be concluded with directions for further research.

6.1 Conclusion

The aim of this research was to get insight in the organisational structure of Supermarket X, as there was a growing concern about the work engagement of the marginal employees. A qualitative deductive research strategy has been chosen for this thesis. An analysis based on the seven sociotechnical design parameters provided insight in the current organizational structure of Supermarket X. Moreover, the UWES scale has been used to get insight in the level of work engagement among the marginal employee's. This provided insight in the relationship between both concepts. The empirical data of the diagnostic phase of this research has been gathered with the help of 11 semi-structured interviews with the marginal employees and their supervisors. In the second part of this research, the sociotechnical design theory has provided the tools and structure to redesign the organisational structure of Supermarket X. The empirical data of the design phase of this research has been gathered with the help of a focus group with the part-time employees, a supervisor and their manager. In this focus group a preliminary participative redesign has been made.

As mentioned before the UWES scale was used to answer the first sub-question: *What does the work engagement at Supermarket X Berlicum look like?* The three dimensions, vigour, dedication and absorption were assessed during semi-structured interviews with the marginal employees of Supermarket X. Overall, it came forward that the work engagement of its part-time student employees is low. They, do not feel engaged, are not proud of their job, and their tasks are simple and meaningless to them. Looking at the three dimensions separately, it can be stated that the employees do not experience their work as stimulating and energetic and something to which they really want to devote time and effort. The vigour dimension scores somewhat low. They do not experience it as inspiring or as a significant and meaningful pursuit. The dedication dimension scores very low. Moreover, they do not get soaked up by the work itself, so it is difficult for them to stay focused, this also that the time does not fly by. So, absorption scores low. The employees do not look forward to go to work, however, they do also

not dislike it. Moreover, when they are scheduled with their favourite colleagues they describe that their work becomes more pleasant. They stress that their colleagues are what makes the job fun and not the work itself. Lastly, especially at the checkout department absorption only occurs when it is busy at the store, during holidays or during peak hours. The diagnosis based on the three dimensions allow for answering the first sub-question. Work engagement among the marginal employees in general is low, with some exceptions when it is busy or when they work with their favourite colleagues. However, as they have no saying in the personnel planning, they cannot choose to work with their favourite colleagues and thus this does not happen regularly.

The second sub-question which will be answered belongs to the diagnostic phase of this research as well: *What does the organisational structure of Supermarket X Berlicum look like?* An analysis of the organisational structure based on the seven design parameters has been performed. This analysis revealed the parameters which have a problematic value. First, functional concentration is high. This causes disturbances within the operational tasks due to incorrect planning. Moreover, the cashiers need to rely on other departments because they must deal with a high variety order stream. The last problem arising from this is that the supervisor cannot provide the necessary support because he/she needs to be present at all departments. Next, separation of preparation, support, and production activities proves to be the most problematic parameter. Due to this parameter the part-time employees have simple and repetitive tasks, making their work very bland. This simplicity of tasks is further strengthened by the level of specialization of operational activities. Next, there is a high level of separation between the production and control structure. For the checkout department this results in a high number of disturbances, longer waiting times and annoyed customers as it diminishes the operational control which the cashiers need to continue doing their task. Moreover, for the supervisors it results in a high number of disturbances while doing their tasks. Lastly, the separation of regulatory activities into aspects could be lowered as it leaves the marginal employees with tasks only including some level of operational regulation. Design as well as strategic regulation are not included within their tasks. The values on these parameters have severe implications for the work engagement of the marginal employees. It creates simple and meaningless tasks for the marginal employees, following Kuipers et al. (2020) for employees to be engaged, they need tasks with enough regulatory potential and the capacity to produce a complete (sub) set of orders. Both, regulatory potential and producing a complete set of orders

is not present within the evening segment. Therefore, both the production and control structure needed improvement to contribute to the work engagement of the marginal employees.

The results of the analysis were used as the input for several alternative redesigns. The results of the analysis as well as the alternative redesigns were discussed with the marginal employees and the manager during the focus group. This resulted in an alternative redesign for the production and control structure of Supermarket X, based on the results of the analysis and the sociotechnical design principles. This redesign also considered the wishes of the marginal employees and the manager. The participative redesign answers the third sub-question: *How can the structure of Supermarket X Berlicum be redesigned to increase work engagement among the part-time employees?* Lowering the level of functional concentration is limited due to the fixed layout of the store. If one would want to make completely independent order flows, each department would have its own checkout, something which is not possible. However, by designing the preparatory and support activities within the vers and KW evening segment, the level of functional concentration is lowered. Based on the sociotechnical idea to assign regulatory and support activities as much to segments as possible, the work engagement should be increased. By assigning preparatory and support tasks as well as an internal team coordinator more challenging tasks and learning opportunities are created for the part-time employees. Lastly, removing the interface between the bakery and the Vers department should decrease the number of disturbances resulting from splitting up the work.

Answering all three sub-questions allows us to answer the overall research question: *What is the effect of organisational design on the work engagement of part-time student employees within Supermarket X Berlicum and how can this be improved by means of a redesign?* Analysing both work engagement and the organisational structure of Supermarket X showed that there is a positive relationship between the two. Currently, the organizational structure of Supermarket X negatively influences the work engagement of its part-time employees. The part-time employees do get excited about the new structure as they feel that it would make their work more varied and challenging, both important conditions for work engagement. By means of integrating more preparatory and support activities within the evening shift and by amplifying the regulatory potential of the marginal employees the low work engagement should increase over time. As this will give them more varied and interesting tasks and will make it easier to see their contribution to Supermarket X. At the same time, this will allow for the supervisor to take on a more supporting role. Direct supervision will be less required as the

employee's will be more engaged by the tasks itself. The aim is to design the required regulation as close to the production structure as possible. Therefore, a team coordinator will be assigned within the team. This integrates the regulatory capacity within the team as possible, which as mentioned throughout the research, is essential for engaged employees. As the supervisor takes on a more supportive role, it becomes possible to take on more operational and regulation by design activities as the need for direct supervision decreases. This will create a more autonomous evening team. This should lower the problematic separation between the production and control structure.

6.2 Limitations

Despite careful consideration about all decisions made, this thesis is not without limitations. First, the sociotechnical systems theory has been chosen as the theoretical framework for the diagnosis and redesign of the organisational structure of Supermarket X. Even though this theory was considered to best fit the objectives of this research as it is very specific in its design principles and has a strong focus on amplifying the regulatory potential of employees. It does not mean that there would not have been a better option out there. When de Sitter first wrote about sociotechnical systems design, he was mainly criticizing the standard bureaucratic organisations common in the past century (Kuipers et al., 2020). However, a supermarket does not look like the standard bureaucratic organization he had in mind. Therefore, sometimes it proved to be difficult to operationalize certain concepts to this specific context.

Just like the sociotechnical systems theory, The UWES scale needed to be operationalized. However, the original questions in this questionnaire are English yes/no question. As this is qualitative research the questions needed to be translated to Dutch open-ended questions (Verschuren & Doorewaard, 2015). Even though careful consideration went into translating the questions, it does not automatically mean that the questions have the same effectiveness in Dutch as they have in English. It might be the case that certain meanings have gotten lost in translation.

A focus group was used as the method for collecting the primary data in the second part of this thesis. A factor which should be considered is that when conducting a focus group, the important role of the group facilitator or moderator should not be underestimated. The usefulness of the information can be dependent on the skills of the facilitator. A skillful

moderator could create an environment in which the participants are encouraged to engage and exchange feelings, views, and ideas about the topic of concern (Rabiee, 2004). However, as this is a master thesis the researcher has no previous experience in organizing a focus group. Even though the facilitator of the focus group was well prepared, and the members felt at ease, a more experienced researcher would possibly have gotten richer information out of the participants. Lastly, there is one limitation of focus groups in general as a data collection method. Members can pressure others to conform to group consensus, which can lead to a tendency for groupthink. (Fusch & Ness, 2015). Even though the facilitator encouraged to speak individually during the focus group, it cannot be guaranteed that group consensus did not take place.

Lastly, as Achterbergh and Vriens (2019) point out, design and implementation are closely related activities. While they can be separated theoretically, in practice they go hand in hand. As implementation is outside the scope of this research due to time constraints, only a preliminary redesign could be made. Before implementing the design more focus groups and additional research are necessary. Moreover, once (parts) of the design have been implemented it should be evaluated and altered based on the first results of implementing it.

A last remark concerns the quality criteria of this research. This research is quite context specific as every supermarket has its own organizational structure. However, by including all steps taken to diagnose the organizational structure this thesis has tried to adhere to the transferability criteria. However, the transferability to other contexts than the supermarket industry might be considered low.

6.3 Implications

6.3.1 Theoretical implications

Even though this is practice-oriented research, it does not mean that it does not contribute to academic literature. As explained in the introduction of this research, research on work engagement has only limited empirical results in the retail industry. The work engagement of the employees at Supermarket X has been assessed with the help of the UWES scale. Hopefully, this thesis advances the theoretical field of work engagement by applying the UWES scale to an industry which has no solid empirical foundation yet. Just as work engagement, sociotechnical design theory does not have a large empirical foundation in the retail industry. Moreover, the relationship between work engagement and organisational design has only recently started to receive attention. By researching both concepts, it became clear that within

the younger generation of employees there was a positive relationship between the two. These insights advance both work engagement literature as well as organizational design literature.

Lastly, generation Z is just entering the labour market. Therefore, academic literature has only researched this generation and their preferences at school. However, their work preferences have nearly not been researched yet. This thesis hopefully adds some new insights to exciting literature in the work engagement of this generation.

6.3.2 Practical implications

The main goal of this research was to answer a practice-oriented research question. Namely, the pressing question of the management of Supermarket X on how to engage their marginal workforce. Therefore, there are some practical implications for the management of Supermarket X. The diagnostic phase provided insight in the current state of the organizational structure of Supermarket X and its relationship with work engagement. It gives insight in which parameters are problematic for the work engagement of the marginal employees and should thus be altered to increase the work engagement.

The redesign proposed for Supermarket X provides the management with concrete and tangible ideas to solve the low work engagement of its marginal employees. However, as explained, implementation is outside the scope of this research. It is advised that the management of Supermarket X takes the problems of the diagnose and the solutions of the redesign into consideration. It is important to first assess how to implement (parts of) the new design. Once a part of the new design has been implemented Supermarket X should do additional research, for example with a new focus group, making sure that everything is going according to plan. Because design and implementation are closely related and have a reciprocal relationship.

Previously it has been argued that the aim of this research is not to generalize to all, but to provide enough details about this particular case for other affiliates of Supermarket X or other supermarkets to judge for themselves whether (some of) the results of this case are transferable to their own context. In case other affiliates experience problems with the work engagement of their marginal employees this thesis provides all the steps for diagnosing their own organizational structure and work engagement of their employees.

Lastly, it has been argued at the beginning of this research that it might scare some managers to structurally empower their employees. Even though structural empowerment is important for their work engagement. Hopefully, this thesis inspires managers to see the need of empowering their employees and the positive effect it has on the work engagement of their workforce. With the tools handed to them in this thesis they will be able to realize this in practice.

6.4 Directions for further research

This research focusses on the first two steps of the intervention cycle by Verschuren en Doorewaard (2015), so a logical next step would be to perform the third phase of the cycle, implementing the proposed redesign. As mentioned before, this would require additional research and focus groups. Once this phase has been performed an evaluation could take place, which would complete the intervention cycle.

Only one affiliate has been researched. However, as this store must adhere to the policies of Supermarket X as a whole, it would be advised to discuss the results with the headquarters to see whether the limiting factors such as the supervisors code could possibly be changed. Moreover, once the Supermarket X moves forward in the intervention cycle and has positive results the new design could be tested in other affiliates as well to see if it would be something which the Supermarket X as a whole could implement.

This research has provided a first insight in the work preferences of generation Z. However, this is only in a specific context during a short period of time. Moreover, as this research is qualitative in nature it is not the intention for the results to be generalizable to any context or any situation. The intention is to be able to transfer the results to other contexts which are like this case. Therefore, a direction for further research would be to generate more empirical research on the work preferences of this generations in other contexts.

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5 Appendix

Appendix A. UWES-17 questionnaire

Work and Well-being Survey (UWES) ©

The following 17 statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job. If you have never had this feeling, write "0" (zero) in the space preceding the statement. If you have had this feeling, indicate how often you feel it by writing the number (from 1 to 6) that best describes how frequently you feel that way.

0	Almost never	Rarely	Sometimes	Often	Very often	Always
Never	1	2	3	4	5	6
	A few times a year or less	Once a month or less	A few times a month	Once a week	A few times a week	Every day

1. At my work, I feel that I am bursting with energy (VI1)*
2. I find the work that I do full of meaning and purpose (DE1)
3. Time flies when I'm working (AB1)
4. At my job, I feel strong and vigorous (VI2)*
5. I am enthusiastic about my job (DE2)*
6. When I am working, I forget everything else around me (AB2)
7. My job inspires me (DE3)*
8. When I get up in the morning, I feel like going to work (VI3)*
9. I feel happy when I am working intensely (AB3)*
10. I am proud of the work that I do (DE4)*
11. I am immersed in my work (AB4)*
12. I can continue working for very long periods at a time (VI4)
13. To me, my job is challenging (DE5)
14. I get carried away when I'm working (AB5)*
15. At my job, I am very resilient, mentally (VI5)
16. It is difficult to detach myself from my job (AB6)
17. At my work I always persevere, even when things do not go well (VI6)

Derived from Sepala et al. (2008)

Appendix B. Interview guide

Introductie

Ik doe onderzoek naar de invloed van de organisatiestructuur (dus hoe het werk verdeeld is) op hoe betrokken jullie als werknemers zijn bij het werk. Uiteindelijk is dan het doel om doormiddel van deze interviews inzicht te krijgen in de betrokkenheid van de jongeren die part-time werken bij Supermarket X. Met deze informatie wil ik vervolgens kijken of met een gewijzigde organisatiestructuur jullie betrokkenheid verhoogd zou kunnen worden. Ik zou graag je toestemming vragen om dit gesprek op te nemen, zodat ik het later kan uittypen. Je naam zal altijd anoniem blijven.

1. Algemene vragen

- Wat is jouw functie binnen Supermarket X?
- Hoelang ben je al werkzaam bij Supermarket X?

2. Parameters

1. De mate van functionele concentratie

- Zou je kunnen omschrijven welke taken er op jouw afdeling uitgevoerd moeten worden?
- Heb je het gevoel dat jullie als team voor verschillende delen van de winkel verantwoordelijk zijn?
- Wat voor invloed heeft dit op jullie werkzaamheden? Hoe ervaar jij dit?
- Zijn jullie afhankelijk van anderen buiten het team om jullie werk af te krijgen?

2. De mate van scheiding van activiteiten binnen de productiestructuur

- In hoeverre zijn jullie zelf verantwoordelijk voor de voorbereidende en ondersteunende taken van het werk?
- Zijn jullie afhankelijk van andere mensen (buiten het team) voor het doen van deze taken?
- In hoeverre vind je dat binnen jouw team alle skills aanwezig zijn om het werk goed uit te kunnen voeren?

3. De mate van specialisatie binnen de productiestructuur?

- Moeten jullie weleens werk overnemen van de vorige shift?
- Hoe ervaar jij jouw betrokkenheid bij het gehele proces van jouw afdeling?

4. De mate van scheiding tussen de productiestructuur en regelstructuur

- Vind jij dat er een splitsing is tussen mensen die het werk uitvoeren en degene die het werk regelen en controleren?
- In hoeverre kunnen jullie als team zelf regelende taken uitvoeren?
- Als je een probleem tegenkomt wat doe je dan?
- Is de supervisor onderdeel van jullie team of voor de hele winkel?
- Moeten jullie vaak naar de leidinggevende toe voor vragen/problemen? Zou je hier voorbeelden van kunnen geven?
- Zou jij dit graag anders willen zien?

5. De mate van scheiding van regelende activiteiten in delen

- Hoe wordt er toezicht gehouden op het werk dat jullie uitvoeren?

- Zou je kunnen zeggen dat er een scheiding is tussen mensen die fouten opsporen, over die fouten oordelen, en die ernaar handelen?
- Wat doe jij wanneer je een fout tegenkomt? Wie handelt hier dan naar? (jijzelf, of een supervisor/manager?)
- Wat voor invloed heeft dat op jouw werk?

6. De mate van scheiding van regelende activiteiten in aspecten

- Tijdens een shift, heb je dan zelf invloed op hoe je het werk indeelt?
- Hebben jullie als team zelf invloed op hoe taken tot stand komen?
- Kun je meedenken over de plannen op het niveau van de Supermarket X als geheel?

7. De mate van specialisatie van regelende activiteiten

- Ervaar jij een verschil tussen de leidinggevende? Moet je bijvoorbeeld met een probleem over de planning naar een andere leidinggevende dan wanneer je een probleem hebt met de pmt of afas app?

3. Vragen gerelateerd aan betrokkenheid bij het werk

Topic: vigour

Vraag: Waaruit blijkt dat de werknemer vindt dat hij/zij veel of weinig opgewektheid heeft tijdens het werk?

Dit blijkt uit:

- Energie die je krijgt van het werk/het kost juist energie
- (Geen) zin om naar het werk te gaan
- Lang/niet lang door kunnen gaan

Dedication

Vraag: waaruit blijkt dat de werknemer vindt dat hij/zij veel of weinig toewijding heeft tijdens het werk?

Dit blijkt uit:

- Inspiratie/geen inspiratie
- Trots/niet trots op het werk
- Iets/niks toevoegen met het werk
- Enthousiasme/geen enthousiasme tijdens het werk
- Uitdaging tijdens het werk

Absorption

Vraag: waaruit blijkt dat de werknemer vindt dat hij/zij veel of weinig vigour heeft tijdens het werk?

Dit blijkt uit:

- Tijd vliegt zomaar voorbij/erg bewust van de tijd
- Alles om je heen vergeten
- Als er iets fout gaat wil je juist wel/niet doorzetten
- Moeilijk/makkelijk losmaken van het werk

Appendix C. Code book

Dimension	Respondent	Quote
Vigour	A1	Nou, ja, Ik word hier niet echt opgewerkt van eerlijk gezegd. Nee, Maar ik denk dat dat ook wel heel logisch is, want Het is werk en tenzij je echt van je werk houdt, maar het is een Bijbaantje voor mij.
	A1	Het is niet echt iets waar ik heel erg om sta te springen of zo, weet je wel, Maar ik word wel opgewekt van mijn collegas of zo. Als ik bijvoorbeeld met mijn favoriete collega's moet werken dan vind ik dat altijd wel gezellig
	A2	Ja dat ligt er echt heel erg aan wat je aan het doen bent. En met wie je staat. Ook Als je soms zo'n avond met hele saaie collega's dan, dan is het gewoon kut.
	A2	Als je eigenlijk bijvoorbeeld op zo'n avond hebt van ik moet eigenlijk nog superveel aan school doen, dan heb je gewoon echt geen zin in. Wil je ook gewoon zo snel mogelijk weer naar huis en Als je niet zoveel te doen hebt, dan vind ik meestal wel heel leuk om te gaan werken
	A2	Op zo'n vul avond, dat vind ik gewoon echt heel saai, maar wel op zondag. En dan stel ik moet overdag werken dan heb ik dat wel meer dat ik nog door zou kunnen gaan.
	B1	Ja nou ja. Als je met een gezellige ploeg staat, dan is het natuurlijk mega leuk. Maar als ik hier op een normale vrijdagochtend extra kom werken dan word ik echt zo hersendood als iets.
	B1	zondag is vaak wel iets anders dan op zaterdag. Maar andere dagen dat ik extra ben komen werken, vroeg me eigenlijk vanaf minuut drie al af van Waarom kom ik eigenlijk extra komen werken?
	B2	Euh ligt vaak aan hoe hoe ik hier kom, of ik geen zin in heb of niet. Als ik vaak de hele dag al heb stage gelopen ofzo, dan is mijn, ja dan kost het me energie en vaak als ik hele dag niks gedaan heb en Ik kan dan eindelijk werken dan Vind het wel vaak wel fijn
	B3	Maarja aan de andere kant, als het wel goed gaat dan heb ik ook zo het gevoel van ja waarvoor doe ik? Het is denk ik een jaar geleden dat ik een keer een appje heb gehad van je hebt het netjes achtergelaten.
	C1	En als je vooral dat gevarieerde daar word ik wel opgewekter van dan dat ik bijvoorbeeld 3 uur achter de kassa zit Omdat het zo rustig is, dat ik niks hoeft te doen, zeg maar
	C1	Nou vaak s avonds is het wel een beetje tijd aftellen, Maar dat heeft echt wel, dat heeft vooral te maken met hoe rustig het dan is. Ja. Want van merk meestal 5 tot 8 n 5 tot 6 heb ik dat Totaal niet, want Dan is het druk en dan ben Je in de weer.
	C2	Ja, ik merk dat ik Als ik In de winkel bezig ben, dan. Dan vind ik het minder erg en dan ben ik gewoon bezig, kan ik Mijn eigen ding doen? Maar ik merk wel dat als ik op de kassa werk, dat het echt wel steeds meer moeite kost om Leuk te blijven doen en dat Mensen constant maar blijven zeuren, want dat is gewoon wel echt de afgelopen jaren wel echt veel erger geworden. Dus ja, ik merk dat ik daar wel zoiets heb van, ja, dan moet ik leuk blijven doen, maar dan denk ik ja nee voor wie?
	D1	ik moet wel zeggen sinds dat ik wat meer ja mag (leidinggevende ben), ben ik, ga ik wel opgewekter naar het werk en krijg ik er ook wel meer energie van. Ook omdat je meer uitdaging hebt en dat zorgt wel dat ik me opgewekter voel en voorheen, Alleen achter de kassa, dan heb je op een gegeven moment wel iets minder dat je dat opgewekte gevoel hebt. En toen ging ik wel meer met tegenzin naar werk
	D2	Als ik daarna weer gewoon even met een andere klant sta te buurten dan word ik eigenlijk vanzelf wel weer opgewekt. Ik heb nog nooit gehad dat ik echt met tegenzin naar het werk ging.
Dedication	A1	Nou ja, dan denk ik van ja, het boeit eigenlijk vrij weinig wat ik op de zondag doe. Tenminste zo'n Gevoel ga ik dan wel krijgen. En dan is het meer zon gevoel van hé, ik sta hier voor het geld dan dat ik daadwerkelijk echt iets neerzet en denk van hé dit geeft mij voldoening, ofzo.

	A1	Nee de Supermarket X draagt daar niks aan bij. Nou, ja, Waarom zou je? Waarom zou vakken vullen je moeten insperen? Het zou je eerder meer moeten Laten zien van dit wil je later niét, zeg maar, weet je wel, dit zou juist moeten demotiveren om dit te willen doen, zeg maar toch.
	A1	Nee, ik word echt niet enthousiast van oh, ik mag weer lekker 6 containers vullen? Nee, zeker niet. Nee.
	A2	Nou, Ik denk dat wij als wij zelf dat plan zouden maken, bijvoorbeeld voor de zondag, dat nog wel dat je wel blijer wordt en dat het ook leuker wordt, van ik heb dat helemaal zelf gedaan.
	A2	Het is eigenlijk wel werk wat echt iedereen zou kunnen, dus ja. Het inspireert me echt totaal niet. Nee, nee. Ik verwacht ook dat niemand eigenlijk heeft?
	A3	Nee ja er valt voor mij niet heel veel inspirerends aan vakken vullen dat is gewoon heel, heel makkelijk werk.
	A3	Nee, nee, ik word niet enthousiast van mijn werk. Maar wel weer van de mensen om me heen, zeg maar. Als ik dan weet van oh, ik sta met die vandaag, dan maakt dat het ook wel leuker om te gaan werken?
	B1	Nee haha het inspireert mij zeker niet. Omdat het ondertussen automatische piloot is, gewoon je weet gewoon alle Trucjes om het zo maar te zeggen om even sneller door te werken. Ja, je weet precies wat er gaat gebeuren op een dag.
	B1	Als ik dan bijvoorbeeld een actiebak super strak gevuld heb, dan denk ik van nou, ziet er wel strak uit, Maar dat is dan ook na 5 seconden weg. Ja, dat. Maar niet dat ik hier nou echt trots op ben nee.
	B2	ja weet je het werk is toch gewoon saai. Dus ik denk niet echt dat je dat heel veel leuker kan maken per se.
	B2	Nou, ik wordt niet echt enthousiast van, want dit is echt puur dat ik nu gewoon dan avonds, ik zit natuurlijk nog gewoon op school, dat ik nog iets kan verdienen. Ja, en ja, eigenlijk het enige wat je 's avonds kan doen is dit. Dus het is niet echt dat ik het werk heel fantastisch vind nee.
	B3	omdat het gewoon onder mijn niveau is. het is gewoon heel simpel werk, elke imbeciel kan het inprincipe uitvoeren.
	B3	Ja dan halen ze die dus weer leeg. En dan of ze sturen een appje of ze laten niks weten, en dan kom je op maandag avond werken en dan is die koeling weer omgebouwd. Dan denk je echt van ja waar doe ik het dan voor?
	C2	Inspireert? Jeetje. Ik zou niet weten waarvoor ik me moet inspireren
	C2	soms wel, Maar dat is dan Als ik bijvoorbeeld ook een lijst heb afgewerkt en nog wat extra dingen kan doen. Nog extra, daar kan helpen, dan denk ik altijd bij mezelf van nou, daphne je hebt hard gewerkt en daar mag je best trots op zijn.
	C2	Ik denk dat de Mensen blij zijn dat ik er ben ja. En ja voor heel veel klanten voeg ik wel iets toe. Heel veel klanten zijn blij als er een cassiere is in plaats van alleen nog maar een zelfscan ja. Maar per se voor de Supermarket X iets toevoegen, dat denk ik niet. Ja, dat ik er ben, Maar dat is het dan ook.
	C2	Ja, denk het wel. Maar ook inderdaad met klachten en zo, ik heb gewoon niks toe te voegen, Omdat ik meteen iemand erbij moet roepen en dat ik gewoon dat vind ik best vervelend, Omdat Ik weet dat ik zelf ook zoiets op kan lossen voor mezelf.
	C2	Ja, dus, dan lijkt het alsof ik in plaats van iets toevoeg, juist helemaal niet. Ja, gewoon echt gewoon niks toevoeg, Omdat ik dan gewoon iemand moet roepen weer
	D1	ja, dat vind ik wel dat er iets toevoegt. Ook voor klanten die dan gewoon fijn boodschappen kunnen doen én gewoon klantvriendelijk. En ja ook als klanten tevreden zijn. Ja, dan word ik ook wel enthousiaster automatisch.
Absorption	A1	Ik zit wel echt vaak gewoon op mijn mobiel te kijken van Wanneer kan ik naar huis? Weet je wel, bijvoorbeeld vandaag moet ik van 5 tot 8 en dan moet je niet tot, dus dan zit je wel gewoon heel vaak te checken Van hé ik. Wil echt geen minuut later hier blijven dan nodig is.
	B1	En ja bijna altijd, dan gaat de tijd echt mega langzaam, Dat is niet leuk.

	B1	Ja, en op zondag vrijwel iedereen bereid om elkaar te helpen, dus dan dan vliegt, nouja dan vliegt Niet, maar dan is het wel sneller voorbij ja.
	B1	Nee, ik wordt nooit echt opgenomen door mijn werk ofzo. Dat is meer dat het gewoon Heel saai is. En ja dat je aan andere dingen gaat denken ja.
	B2	Dan (tijdens een vulavond) vind ik de tijd wel sloom gaan. Ja, ligt er ook wel aan met welke collega's ik moet werken.
	B3	Soms wel, als je echt lekker aan het werk bent en je wordt niet gestoord. Maar dat is ook een dingetje met storen dat je dan ineens weer naar de service balie moeite. En dan kijk je weer op die klok en dan denk je hoo het gaat toch niet zo snel als ik dacht. Terwijl als je echt lekker aan het vullen bent en je wordt niet gestoord, ook niet door klanten, dan is het gewoon gas erop en lekker vullen en dan gaat het wel snel opzich. Dan is het opzich wel chill.
	C1	Ja nou toevallig vandaag had ik dat. Verder wel rond de feestdagen bijvoorbeeld gewoon drukke dagen In het jaar, maar over het algemeen is het ja, is het vaak wel dat het rustig is In de winkel, dus dan gaat de tijd wel wat langzamer.
	C2	Ja als het druk is wel. Als het druk is dan dan vliegt het voorbij en dan ja, dan voor je het weet is het alweer tijd. En als het rustig is? Nee, dan duren de minuten heel erg lang.
	D2	Ik heb toen een tijdje, toen ik alleen maar moest liepen dat ik dacht van ja, weet je, dit wordt eigenlijk best wel saai zegmaar. Maar nu ben ik dan leidinggevende en dat vind ik dan wel leuk, Maar ik denk dat er over een paar weken ook niet meer heel veel uitdaging inzit?
1. Functional concentration	A1	Nee, nee, die zijn wel afhankelijk van ons. Als ze eerder naar huis willen ofzo. Want ja, Wij hebben vaak wel het meeste te doen
	A1	Ja, want je bent gewoon simpelweg gewoon tijd aan het verspillen aan iets wat niet jouw business zou moeten zijn?
		Die (de supervisor) stuurt meerdere teams aan
	A2	Nee die is er wel voor de hele winkel vind ik. Eigenlijk wel voor iedereen. Maar dat hoort ook wel vind ik. ja toch, je hoeft niet op elke afdeling een leidinggevende te hebben die, dat wordt een beetje te..
	B1	Nouja vers is natuurlijk meer eigenlijk meer afdelingen, Maar het wordt nu wel meer op één hoop gegooid, dus Het is niet per se meer dat je iemand van de AGF hebt die voor de groenten zorgt de hele dag. Dat komt ook misschien wel omdat het nu niet meer zo groot is als eerst. Maar ja, eigenlijk, Als je op de bakkerij staat, dan ga je s middags ga je vers vullen.
	B1	nee, ik ben daar (andere afdelingen) niet afhankelijk van nee.
	B2	Nee, Wij zijn wel meestal wel klaar, binnen het vers team hebben wel onze taken meestal wel af.
	B2	maar wel als het zeg maar tussen 5 en 6 is het vaak heel druk en als je dan in je eentje staat, dan is het wel lullig voor diegene als hij nog veel moet doen om ook nog de hele tijd bij jou te roepen
	B3	Niet per se, KW en ves zijn wel echt losse afdelingen van elkaar.
	B3	Ja nou kassa is wel afhankelijk van ons maar wij niet echt van hen. Dus zij zijn meer afhankelijk van ons dan wij van hen. omdat wij kassa bij moeten draaien enzo, en de service balie natuurlijk. waar je kassa bij moeten draaien enzo. En service balie. Want meestal degene op vers hebben een oortje op en degene op KW niet.
2.Differentiation of operational activities	A1	je staat dan vakken te vullen en je produceert. Dus ja dat dan. Maarja colli plan maken bijvoorbeeld heb ik nog nooit in mijn leven gedaan. Er wordt ook niet echt om gevraagd. Dat wordt altijd gewoon gedaan door de wie is het? Eddy enzo. Ja gewoon iemand van het vaste team, zeg maar.
	A1	er wordt vaak heel slordig naar gekeken en dan denk ik van ja weet je, kijk er gewoon een goed naar. Dat kost je Misschien 5 minuten en dan heb je een veel beter overzicht voor de volgende dag of zo. Weet je wel voor mij op de zondag, dan sta ik er soms echt naar te kijken en dan denk ik, wat is dit voor displayplan dan?

	A1	Nee, soms wordt het ook gewoon aangepast en dan denk ik van ja, weet je, Als je gewoon de eerste Keer het gewoon goed erin, zet ja, dan hoeft Je ook niks aan te passen, dus Dat is Alleen maar frustrerend voor mij, want ik moet puzzelen, dus Dat is ook niet goed, en voor hen is het Ook frustrerend, want zij staan alles twee keer eigenlijk te doen. Ja, dus ja, weet je Dat is wel gewoon vervelend.
	A2	Nou ik daar zat ik dus al aan te denken van stel, ze Laten onszelf dat plan maken voor de zondag, dan zijn we niet de hele tijd zo geïrriteert. En ja dan kun je gewoon in één keer op het begin er goed over nadenken hoe je het gaat doen en dan is het ook klaar
	A2	Dat het gewoon echt héél veel tijd kost om over alles, nou ja, over na te denken.
	A3	Ja, dat zou wel leuk zijn, Dat zou het eigenlijk wel leuker maken, denk ik dan, dan ga je dus ook met de anderen kijken hoe het makkelijker zou kunnen ja, en dan krijg je ook zelf meer inzicht over hoe je het beter kan indelen, hoe en wat bij elkaar past.
	B1	Nou ja. Als het goed is Afgestemd op elkaar, dan is het helemaal Niet niet erg, maar Als je, Als het niet is afgestemd, dan zie Je gewoon dat Dat dus die Mensen die het producerende werk doen uiteindelijk toch wel hun eigen gang gaan, want die weten het zelf beter. Ja, want die staan op De vloer om het zo maar te zeggen.
	B1	Ja daar ben je dan afhankelijk van. Want die zijn niet direct het vers team nee. Maar ze zitten wel in de groepsapps enzo dus in die zin zijn ze dan wel een soort van onderdeel van het team.
	B2	Ondersteunende taken zijn wij zelf niet verantwoordelijk dan geven we het vaak door aan een leidinggevende en dan wordt het wel geregeld.
	B3	Nou, wij krijgen gewoon, net als op zondag dan krijgen wij gewoon zo'n display plan. Ja ja, dat wordt verder niet uitgelegd. Ja dat doet gewoon de bedrijfsleider of de assistentsbedrijfsleider.
	B3	Nee nee. Ja, soms dan zijn er bijvoorbeeld dingen niet besteld en dan moet je die actiebakken vullen, en dan moet je dingen gaan zoeken en die blijken er dan gewoon niet te zijn. En dan moet je zelf maar gaan bedenken wat je er dan in gaat leggen. Dan leg je er iets anders in en dan kom je vervolgens op maandagavond aan en dan en dan liggen er weer hele andere dingen in. Dan denk ik ja dan had ik die bak net zo goed leeg kunnen laten. dan denk ik, dan kan je het net zo goed op maandag gewoon in één keer goed doen. Dan hoeft ik op zondag niet te komen werken.
	B3	Het werk is gewoon veel te saai als je gewoon een normale studie doet zoals universiteit of hbo is dit werk echt zwaar onder je niveau ja. Dus als je dan zo'n avond gaat vullen dan is het best leuk om gewoon een keer iets anders te doen ook. Zoals zo'n displayplan maken of een keer iets achter de computer of weet ik veel, gewoon ergens meekijken of gewoon dat je wat meer betrokken bent.
	C1	ondersteunende taken doen we bijna niet maar voorbereidende taken worden wel door het Kassa team gedaan. niet door ons (de avondploeg). Door de leidinggevers of mensen met autorisatie niet door de hulpkrachten.
	C2	de leidinggevende zijn verantwoordelijk voor ja, de planning, dat doet vooral de manager volgens mij en de leidinggevende die hogerop staan. En afkomen, wordt ook echt gedaan door alleen mensen, ja, heel veel mogen dat niet doen, daar ben je dan gewoon voor uitgekozen eigenlijk, en dat leer je dan. Dus daar val ik dan eigenlijk buiten.
	C3	nee, dat doe ik ook niet. Dat wordt vooral overdag wordt dat gedaan en voornamelijk door de vaste Mensen ook.
3. Specialization of operational activities	A1	ja. Dat is meer op de vers is dat dat je dan op de bakkerij nog moet schoonmaken ofzo, omdat dat is dan overdag nog niet gebeurd. Ja, maar ja, verder op KW Misschien een keer wat schoonmaken of zo.
	A2	Als je normaal Alleen die avonden werkt, dan is het echt maar een klein stukje.
	A3	ja, als iemand iets niet afkrijgt. Dan moet Je dat er nog bij doen.
	A3	ik heb soms wel dat ik kom en dat het gewoon nog niet af is, en dan moet ik ook gewoon extra dingen doen omdat iemand anders het nog niet af heeft. Dan ben ik wel geïrriteerd. Maar ik krijg het meestal wel af. Maar dat denk ik wel van ja, dat slaat nergens op en dan heb ik zelf ook zoiets van nouja

		waarom doe ik dan zo hard mijn best?
	A3	Ja nou, als ik dan mijn eigen werk niet af krijg en ik moet dan weer tegen iemand anders zeggen dat ik mijn werk niet af heb op dat moment, dan vindt diegene dat ook weer niet chill en dan moet ik weer uitleggen dat dat door iemand anders komt.
	A3	ik werk, meestal s avonds dus meestal gewoon alleen maar vullen.
	A3	nou ja, Als je meer taken krijgt? Dat is Natuurlijk wel, soms ook wel leuk, gewoon een keer variatie.
	B1	Ja, Als je het zelf dan niet zo druk hebt, dan kun je het wel recht werken Natuurlijk. Maarja, het is geen fijn begin van je dienst om het zo maar te zeggen. Ja dan loop je meteen achter de feiten aan zegmaar.
	B2	Vaak moeten er nog wel wat restanten gedaan worden of bijvoorbeeld de bakkerij nog schoonmaken ofzo.
	B2	Nou als wij s avonds veel te doen hebben dan vind ik dat wel vervelend, maar nu is het vaak, hebben we veel personeel nu in deze tijd, dan vind ik het opzich niet super erg want dan krijgen we het opzich allemaal wel af.
	B3	Ja soms wel soms en soms niet. Maar opzich snap ik dat ook wel, wants als het overdag druk is geweest of je hebt een zieke en je hebt 's avonds wel een goede bezetting dan kunnen die taken opzich ook wel overgenomen worden.
	B3	Ja, Het is wel veel fijner als alles af is. Maar ja, wat moet dat moet. En als het kan qua bezetting is het opzich niet zo'n probleem. Maar eigenlijk gaan je eigen taken wel gewoon voor vind ik. Maarja hier werkt dat niet zo. <u>Ja</u>
	B3	ja meestal wel omdat er dan dus dingen zijn blijven liggen, die wij dan weer op moeten lossen.
	B3	Nouja de bakkerij is sowieso al afgesloten dan. Dusja een deel van de afdeling is dan zegmaar al weg? En voordereest hoef je eigenlijk alleen maar gewoon te vullen
	C1	Dat kan soms best wel hectisch zijn omdat het natuurlijk een druk tijdstip is. Er zijn soms dingen die niet worden gecommuniceerd. Bijvoorbeeld er staat nog een krat met iets In de hoek en dan denk ik van, ik laat het maar staan, want Ik weet niet wat het is. Misschien is het wel iets belangrijks. Dat kan dus soms beter maar over het algemeen verloopt het gewoon soepel.
	C1	Nee, Ik heb wel het idee dat het maar een klein stukje van het hele proces is. Als je 's avonds werkt dan ga je zitten, je draait de avond en het is klaar, dus er zit niet heel veel meer achter, zeg maar.
	C2	Uiteindelijk weet je wel wat Je moet doen, Maar het zou fijner zijn geweest Als het of afgerond was door de vorige medewerker of dat ze het even hebben overgedragen van dit en dit moet er gebeuren.
	C2	Ik heb echt gewoon maar een bepaalde functie. Ja en verder kom ik ook niet echt alleen avond functie
	C2	net zoals de schoonmaak lijst wordt s ochtends gedaan, heb ik nog nooit hoeven doen. Bloemen bestellen wordt altijd door één standaard iemand gedaan. En ja net afromen word ook gedaan. Ik heb echt gewoon maar een bepaalde functie. Ja en verder kom ik ook niet echt alleen avond functie
	C3	Ja, Maar het is wel vervelend op het moment dat ze overdag Alleen maar bezig zijn met randzaken en niet dus de dingen doen die ze moeten doen. Dan wordt het een ander verhaal. Dan heb je Er geen tijd meer voor over 's avonds? ja, want dan krijg ik dus mijn eigen werk ook niet echt af. Nee, want als het dan bijvoorbeeld druk is en ik moet dingen afmaken wat dan is blijven liggen overdag. Ja, dan blijft het schoonmaken bijvoorbeeld wel eens een keer liggen. Omdat je daar dan gewoon geen tijd voor hebt.
	C3	Ja uiteindelijk is ja overal wel een klein deel, maar ook Omdat je niet alles doet, dus dan blijft het altijd wel een klein onderdeel.
4. Separation between production and control structure	A1	Nou ja, Er is volgens mij maar één iemand die hier het werk controleert en regelt en Dat is volgens mij zoe en de rest die werkt onder haar dus ja.

	A1	Nou, meestal zoek ik het zelf uit. Maar vaak zijn problemen wel echt iets waar ik zelf niet uitkom, want anders noem je het natuurlijk geen probleem. Als ik het echt niet weet of zo, dan is het inderdaad een probleem. Dan roep ik gewoon mijn Leidinggevende erbij. En dan zoekt die het maar uit.
	A1	Nou ja, dat denk ik wel, want de dagploeg, die maakt de planning dan. En als er nou iets veranderd of gebeurd en bijvoorbeeld, Er is heel veel KW vracht, er moet ook nog vegen en schuren, ja Ja dan is het gewoon vervelend en dan komt dat niet uit. En dan denk ik zo iets van, ja, dan neem ik je zelf die beslissing van, dat gaan we niet doen. Ja. Tenminste die wil je dan nemen, Maar dat moet je Natuurlijk wel overleggen. Anders wordt de leidinggevende boos hahah.
	A2	Ja, Alleen al Omdat hun eigenlijk gewoon altijd overdag er zijn en wij zijn er altijd s avonds. Dus in die zin is die splitsing er al wel,
	A2	Nee die (de manager) staat daar wel echt los van. Zij pakt echt nooit een avond. Volgens mij heeft ze dat echt nog nooit gedaan. Dus ze zal vast wel een klein beetje weten hoe het gaat, maar niet echt hier in deze winkel. Ze zal het vast wel ooit hebben gedaan. Maar niet hier en met ons.
	A2	Waarom is het dan op Zondag leuker? Ja ook omdat, de leidinggevende laat ons eigenlijk altijd wel vrij en het komt ook altijd wel goed dus ja het is wel fijn dat je dan meer verantwoordelijkheden krijgt.
	A3	Nee, en Ik vind ook niet dat ze echt bij ja, betrokken zijn bij het team ofzo. dus je staat met zijn allen te werken en Ik heb niet het gevoel alsof zij daar echt bij horen, dan.
	A3	Nou de leidinggevende vind ik er wel bij horen, maar de managers niet echt. Nee, Ik vind de leidinggevende wel, en die zijn ook ondertussen de hele tijd op de vloer ook. Terwijl ik dan bij andere bij de managers, die zie ik bijna nooit op de vloer, ook die moet ik echt gaan zoeken voordat ik vragen kan stellen.
	B1	Ja, ja je kent ze niet, je kent ze niet, dus er wordt een regel gemaakt, bijvoorbeeld voor mensen die je nooit ziet. Of niet zo heel veel ziet, of niet allemaal kent. En dan krijg je dus ook wrijving.
	B2	Ja, want Dat zijn vaak toch wel andere Mensen. En Als iemand het dan controleert dan zijn wij meestal degene die het niet horen, wij horen het niet vaak, maar meestal de leidinggevende wel die de avond er was, dus Ik denk wel dat daar een scheiding in zit.
	B3	Ja! Sowieso is er een splitsing tussen de dag en de avond. Die splitsing die is veel te groot eigenlijk. soms doen ze wel net alsof wij achterlijk zijn maarja
	B3	Ik denk dat in principe mag je het wel zelf oplossen, maar normaal gesproken wordt al meteen doorgestuurd naar de leidinggevende. Maar ja, het mag wel, maar Niemand doet het eigenlijk.
	B3	Nee dat sowieso niet, je hebt helemaal geen inspraak. En, Als je een keer iets aangeeft dan wordt dat niet heel erg serieus genomen.
	C2	Uh ja de meeste standaard dingen kan eigenlijk iedere cassiere wel binnen het team. Maar zodra er bijvoorbeeld iets geretourt moet worden dan heb je wel meteen een leidinggevende nodig buiten het team. Echt een leidinggevende zegmaar omdat wij daar dan niet bevoegd voor zijn. Eigenlijk kan iedereen het wel, maarja voor sommige dingen heb je nou eenmaal een leidinggevende nodig. Heel vervelend, heel veel weten hoe het moet. Maar we moeten iedere keer andere Mensen storen tijdens hun werk, zodat zij het kunnen doen. En dan staan wij daar bij te kijken, terwijl we het zelf eigenlijk ook weten hoe het moet. Want ook vooral, Als het dan bijvoorbeeld vaak gebeurt op een op een avond, dan ben je wel de hele tijd iemand weg aan het trekken van zijn of haar werk. En dan ja, dan is het wel jouw schuld dat zij het werk niet afkrijgen.
	C2	Ligt eraan hoeveel fouten je maakt ook, maar jawel dat komt regelmatig terug, het komt echt wel regelmatig voor.
	C2	Ja, Omdat ik niet eens alles mag, dan denk ik, ik werk hier en ik kom nooit hogerop. Ik mag altijd Alleen, Ik doe al 5 jaar hetzelfde, blieden.
	C2	Ja ook, maar ook Omdat ze denk ik Alleen overdag er is, dus avonds ziet ze niks. Ze weet helemaal niet wat er gaande is. Die is er niet in de avond. Nee, en ze weet helemaal niet wat er gedaan wordt In de

		avond
	C3	Ja, Ik vind het vooral irritant voor de klant dat je dan weer moet wachten. Het scheelt, nu kun je wel over het oortje roepen ofzo. Dat is dan wel weer Een voordeel. maar Ja, Het is eigenlijk altijd gezeik.
	D1	je komt (als leidinggevende) bijna niet tot je eigen werk, wat je eigenlijk moet doen en naar mijn idee andermans fouten, of ja dingen aan het oplossen bent of aan het afmaken bent. Terwijl dat ja je ook anderen moet helpen, vooral de nieuwe mensen om hun werk goed aan te leren en daar krijg je dan eigenlijk niet de tijd voor omdat je andermans werk aan het doen bent
5. Differentiation of control structure into parts	A1	Ja, Ik weet niet, de persoon die checkt, die grijpt meestal ook Wel in ja, want de persoon die checkt die is ook wel bevoegd. Ja dingen, ja jou om jou aan te sturen enzo. Zeg maar. Dus die grijpt dan ook Vaak wel in, ja.
	A3	oh nee, dat los je (de leidinggevende) dan zelf wel op
	B2	Soms dan controleert Zoe het, die is dan geen onderdeel van het team. En heel soms dan doet richard het.
	B2	Ja de Mensen die beoordelen, zeg maar, die zijn vaak wel hoger, zijn vaak de leidinggevende of ja, de baas of iets hoger
	C1	Even denken, ja, het ligt een beetje aan de persoon, bijvoorbeeld Zoe de baas, die vind ik dat het allebei natuurlijk doet. En verder heb ik het idee, ja, ik kan het niet heel goed inschatten, maar heb ik het idee dat het vaak is van iemand die ziet een probleem of die ziet een fout en die geeft het door aan Zoë of Eddie en die gaat daarmee aan de slag. Die gaat daar naar handelen, zeg maar.
	C2	Maar dat kan ik zelf dan weer niet oplossen. Nee, dan moet ik weer iemand anders erbij roepen. Kijk, stel een leidinggevende ziet een fout die kan ernaar handelen, ja, die weet wat hij moet doen. Die kan er over oordelen, maar zelfs een leidinggevende kan nog zeggen, ik moet naar de manager weer lopen
	C2	Kassa is meestal iets waar niet echt heel veel aandacht aan wordt besteed, vind ik. De leidinggevende is meer bezig met wordt alles gevuld, is iedereen aan het werk, maar wat kassa aan het doen is valt er een beetje buiten. We worden meestal aangestuurd van spiegel de rijden die vlak bij je kassa de kassa zijn, wat in het zicht is dat wel. Ze proberen je wel aan het werk te houden, maar verder word je hier niet op gecontroleerd, niet zoals op de andere afdelingen.
	C3	Ja ja, ik denk dat jij als leidinggevende er dan wel gewoon naar kan handelen dus. Maar ja, het ligt er maar net aan wie jij tegenover Je hebt staan. Ja, of diegene het accepteert.
	D1	Maar ik geef het wel door ik. Ik voel me niet in staat om zelf maatregelen of ja iets te gaan ondernemen nee.
6. Differentiation of control structure into aspects	A1	Ja ja precies ja nee dat staat wel op zo'n plan. Tenminste vaak, nee trouwens helemaal niet vaak. Af en toe is er een plan en vaak is het ook gewoon ja, zoek het maar uit en dan krijg ik gewoon te horen van, ja, de vloer is vies ga dadelijk maar schuren ofzo
	A1	Hmmm nee nee nee daar (hoe taken tot stand komen) hebben wij geen invloed op. Maar dat is ook wel logisch, want die planning worden overdag gemaakt en als ik s avonds aankom, dan zijn vaak ja, de Mensen al weg.
	A1	Nou ja, soms wel, soms is het wel gewoon onhandig of dat klopt er helemaal niets van de planning. En staat iemand gewoon niks te doen en die andere persoon, die staat met de fris ja te struggelen, die heeft dan nog 6 karren in een uur, ja weet je, ja, dan gaat die andere persoon spiegelen. Dat lijkt me dan geen prioriteit?
	A3	Ja, je krijgt wel aangeven welke rijen moet je moet doen, zeg maar. Welke gangen. Maar je mag wel zelf kiezen welke kar je eerst doet. Ja meestal kijk je zelf met de leidinggevende welke kar je hebt en dan moet je gewoon zorgen dat je het voor de tijd af hebt en dan maakt dat niet uit hoe je dat invult.

	A3	Nou je nee, taken liggen er wel, zeg maar. Maar je kan bijvoorbeeld wel overleggen als je bijvoorbeeld een lastige gang hebt om dat dan te wisselen met iemand of zo.
	B1	Nee, dan krijgen we een rooster en daar hou je je aan. Maar dat zal nooit in overleg zijn nee.
	B1	Ja je moet een duidelijkheid hebben van joh dit zijn je taken en zo ga je dat doen. Maar daar een keer op reflecteren dat kan best denk ik. Samen dingen doen als dat kan, dan heb je aan twee kanten gewoon weer Energie en motivatie omdat je dan toch het idee krijgt dat je ergens aan mee heb mogen beslissen, zeg maar.
	B2	Nee eigenlijk worden wij daar niet in betrokken. (strategisch niveau)
	B3	Uhm ja. Je krijgt wel te zien precies wat je moet vullen, bijvoorbeeld zuivel, of weet ik veel, Maar ik bepaal zelf wel gewoon welke kar je eerst pakt. Als ik met de ene wil beginnen dan pak ik die, en als ik met een andere wil beginnen dan doe ik dat. Jij moet gewoon vullen en als het werk af is dan is het werk af. Maar ja, ik bepaal zelf wat ik doe.
	B3	Nee, haha is dat een grap? Nee daar worden wij echt niet in betrokken. Wij werken hier gewoon, wij vullen onze karretjes en dan gaan we weer naar huis toe. Wij hebben geen inspraak. Terwijl juist wij als hulpkrachten, hebben echt wel slimme jongens ertussen lopen. En daar wordt dan niks mee gedaan. Want dan krijg je een leuk gesprek met van jouw feedback dit en dit kan niet, maar als je het dan zus en zo doet dan scheelt het gewoon tijd. En zo kan je het werk wel veel makkelijker maken
	B3	Ja, maar soms denk ik ook van. Ja, Dit is helemaal niet slim. Hoe dit gedaan wordt, weet je wel? Dan denk ik vaak prima. Kijk, jij bent de baas dus jij bepaald, ik wil het best zo doen. Maar als ik het zelf zou beslissen dan zou dat wel gewoon een uur tijd schelen.
	C1	Nee, Ik heb er wel zelf invloed op. Het staat natuurlijk wel vast wat je moet doen, maar dat zijn vaak schoonmaaktaken 's avonds. Die kun je zelf indelen. (Operational)
	C1	Uhm nee, Ik heb daar geen invloed op gehad. Ik denk dat dus die Mensen die meer bevoegdheden hebben daar misschien wel invloed op hebben. Maar ik heb daar zelf geen invloed op. (Design)
	C1	Maar ik heb vaak iets van ja, Ik kan het wel zeggen, maar waarschijnlijk als ik het Zeg wordt er niet veel mee gedaan. Of ja wordt het wel opgemerkt, maar ja, zal het lang duren voordat er echt iets aan gebeurt.
	C2	Ja. Of ja vaak wordt het niet eens opgelost heb ik het gevoel? soms dan zeg je iets of s avonds schrijven we een overdracht en dan schrijven we daar iets in, en dan duurt het heel lang of je moet het heel vaak melden voordat er iets mee gedaan wordt.
	C3	Nee, in principe heb ik daar gewoon zelf wel tijd voor, krijg ik gewoon, Dit is wat Je moet doen van nou? Of ik dan een half uur In de kantine ga zitten en daarna een half uur extra hard door ga werken. Ja, dat is dan aan mij.
	C3	Nou, Als ik naar de Kassa kijk dan niet echt. Ja, dat schema hangt er en Ja, daar heb je het mee te doen, ja misschien overleg met de vaste Mensen of zij dan nog dingen missen, maar voor de rest, ja, als hulpkracht word je daar niet echt in betrokken.
	C3	Nee, hahah nee wij worden daar niet in betrokken. (strategisch niveau)
7. Specialization of control activities	A1	Ja iedere leidinggevende weet wel van iets af, toch. Ja je hoeft niet naar een andere persoon ofzo Iedereen heeft dezelfde kennis denk ik wel.
	A1	Nee, Ik zou altijd naar de manager gaan.
	B2	het ligt er eigenlijk aan. Hoe Ja, hoe ervaren de leidinggevende is, want Ik denk dat met AFAS en PMT doen ook wel leidinggevende maar niet allemaal, bijvoorbeeld eddie dan weer wel. Maar het liefst met afas of pmt dan loop ik het liefste gewoon meteen naar de bazin toe, de manager. En met andere dingen gewoon naar een leidinggevende, dus ja ik denk wel dat daar een verschil in zit.
	B3	Nee, wij hebben altijd gewoon twee aanspreekpunten eddie en zoe ja, de bedrijfsleider en assistents bedrijfsleider. Maar eigenlijk als je iets snel geregeld wil hebben kan je het beste gewoon naar Zoe gaan want uiteindelijk schuift eddie toch de meeste dingen door naar zoe dusja.

	C1	Nee dat niet. Ik ga altijd eigenlijk wel naar Zoe en als die er niet is naar Eddy, Maar ik probeer wel zoveel mogelijk naar zoe te gaan dat dat is gewoon een directe lijn Is zeg maar
	C2	Je kunt bij Iedereen wel terecht, maar je hebt wel een paar leidinggevende die bijvoorbeeld meer van kassa weten, dus die ik dan liever roep voor kassa problemen inderdaad.

Appendix D. Summary focus group

Date: 03-06-2022

Time: 16:45-18:15

Location: Supermarket X Berlicum

Participants:

Function
Manager
KW
Supervisor/Vers
Vers/KW
Cashier
Cashier
Researcher (facilitator)

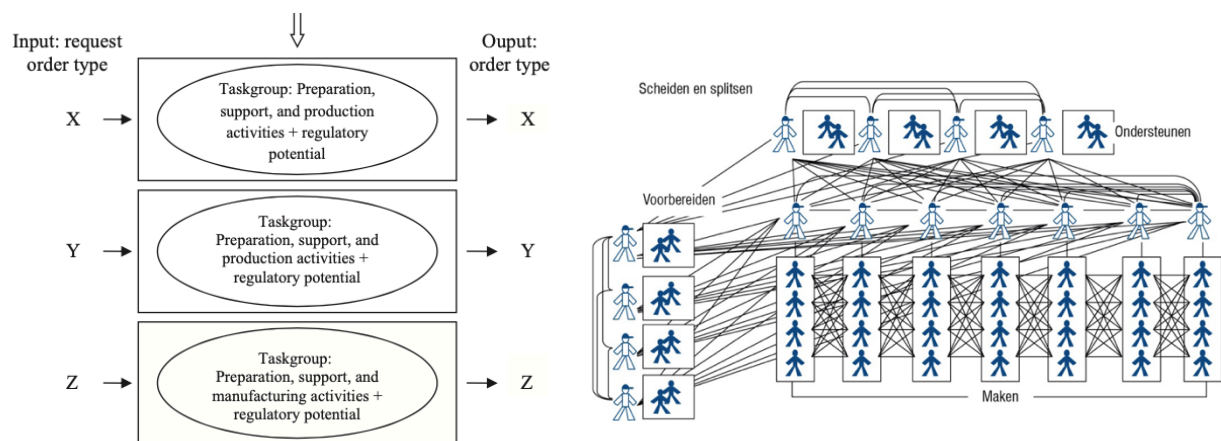
Agenda:

1. Explaining the goal of the focusgroup
2. Introduction redesign theory
3. Results of analysis parameters
4. Results analysis work engagement
5. Reactions/discussion of the results
6. Proposed macro design and implementation related issues
7. Proposed meso design and implementation related issues
8. Proposed micro design and implementation related issues

Summary

1. Introduction redesign theory

First an explanation of redesign theory was given. The differences between an organisational structure with many relations, and thus a high change on disturbances and a flow based organisational structure were given.



Next it was explained that an adequate organisational structure decreases the change on disturbances and gives its employee's the regulatory potential to deal with the remaining disturbances. Moreover, the parameters were explained very briefly. This raised the question why Supermarket X had a different structure as was proposed by de Sitter. The manager explained that this decision was made based on cost reduction. This led to the discussion about what would be cheaper, empowering employees and reducing management activities, or only having two managers and production employees who execute simple work. As this Supermarket X was previously an Emté affiliate, working with independent teams within the store, the comparison between Supermarket X and Emté was made. At emté the costs were extremely high, leading to its bankruptcy in 2018.

2. Results of analysis

The problematic parameters and the consequences of these values were explained briefly.

- High functional concentration
- High separation between preparation, production, and support activities

- High specialization of production activities
- High separation between production and control structure
- High level of separation between operational, design and strategic regulation

Then it was explained that all three dimensions of work engagement were low among the marginal employees. Which made them laugh and confirm the situation. Then the question was raised if someone wanted to add anything. This brought up a discussion between the participants.

3. Discussion results

First it was argued by one of the employee's that after about 6 months cashiers got a raise in salary automatically but did not get any extra responsibilities. The employee's agreed that many of the cashiers and employees at other departments could easily handle some extra responsibilities. Moreover, they stressed that it really felt like a burden to constantly disturb the supervisors and let the customers wait. They all agreed that this would take of much of the work of the supervisors in the evenings so they could better perform their own tasks instead of only spending time walking up and down the store to fill in their supervisor's code or help with questions at the checkout. Then this would save time for the managers as well. According to the marginal employee's it makes sense in the first months not to give employee's a supervisor's code or extra responsibilities but after a while it would be a better solution for everyone. The manager raised the concern that especially the supervisors code was a decision from the headquarters to prevent fraud and could thus not be changed. To conclude, the marginal employees would like to have more responsibilities and it would make them feel better not to constantly disturb supervisors and managers during their work.

4. Proposed Macro design and implementation related issues

At the macro level the question was raised if the preparation and support activities, which were now functionally concentrated, could be divided over the order flows. Immediately the remark was made that it would be difficult to let the teams make their own production planning as not everyone starts at the same time. Then they agreed that you do need to involve every one of the team in making this planning. Thus, they agreed that this planning could become a responsibility of the team itself. The manager raised the objection that not always the same people work on evenings that freight arrives. Moreover, within the current structure everyone has its own hallway. This would make it difficult to let everyone fill different freight every time. The researcher explained that this is called, parallelisation at the micro level, and that this

situation is not ideal as it isolates employees from each other, and it makes the structure vulnerable for when someone is ill or not available. The KW'ers added to this that is also boring to always have the same hallway. Concluding, the marginal employee's at Vers and KW would like to make their own production planning. At KW it is not possible to unload their own freight as this freight arrives in the morning. However, at Vers this would be a possibility. For every order flow to have its own supervisor would simply be too expensive and create another layer within the hierarchy. So it was decided to keep one evening supervisor.

Moreover, the possibility of giving the evening supervisor more responsibilities was discussed. This led to the option of letting the teams make their own production planning and themselves be responsible for how they divide the rest of the tasks. This would result in the supervisor having time for other responsibilities, creating a more autonomous evening team. The marginal employees very much liked this option.

Moreover, making a separate order flow for the bakery was discussed. As this department is already seen as a separate department, except for when it is not finished then the members of the vers department have to finish it. The discussion resulted in the decision that the dependency between the bakery and the vers department was unnecessary and could be removed. Therefore, the decision was made to separate this flow from the vers department to decrease the number of disturbances resulting from work that must be finished by employees of the vers department.

5. Proposed Meso design and implementation related issues

On this level the main concern was the division of work between the segments. In the current structure it was nicely visible that the day shift at Vers as well as at KW was responsible for most of the work. While the evening shift only performs a very small part of the process. Moreover, it became visible that the segments were externally dependent on the input of the previous shifts. The employees did express some irritations towards the day shift for not always finishing their work. Moreover, it is not always clear what needs to be finished from the day shift due to unclear communication which also causes irritation. So simply put, they would prefer to see this differently. At the KW department the manager agreed that it could be a possibility to assign tasks like checking the remains and ad hoc to the evening shift. Ad hoc needs to be done before or after opening. So she expressed concerns that people would not like to stay longer for a task like that. However, the marginal employees did stress that having different tasks which they could alternate would make their work more interesting and varied.

However, checking the remains at Vers needs to happen multiple times a day so this could never be the responsibility of only the evening shift.

6. Proposed Micro design and implementation related issues

The KW employees very much liked the idea (and suggested this themselves) of working together in small teams or duo's. So that they do no longer have to work isolated in separate hallways from each other. Moreover, this would allow them to alternate between different hallways instead of always having the same one. As mentioned before, they would become responsible for their own production planning and the division of tasks would then be discussed and decided within the team. The manager stressed that in this case it would be important that all KW employee's start at 5. Moreover, there should then be a 'coordinator' from within the team to make sure that everything runs smoothly. The evening supervisor would then be a coach to help when they cannot resolve a problem by themselves.

The marginal employee's themselves proposed the idea to let them do tasks like changing the shelf layout (something which needs to happen once in the few weeks), because it would make there work more interesting and varied. Moreover, they mentioned that it would give them the feeling that management would thrust them with a task like that.

The end conclusion at the micro level for KW was that the marginal employee's would like to have the extra responsibilities and work with small teams instead of the current structure which is that everyone has its own hall way.

Moreover, they liked the idea of having an internal team coordinator. However, it was also discussed that this function should not demand too much regulatory tasks, as it is just an additional job. However, as long as they would handle only the internal coordination and the external communication they did like it very much to have these extra responsibilities.

At the checkout department the manager was very clear, there is no possibility to change the current structure regarding the supervisors code. This is strickly governed by the headquarters and is therefore outside the scope of what can be changed within the store. Eventhough it was again stressed by the cashiers that this was a very limiting factor for their work pleasure and the responsibilities they receive.

7. Overall concerns with implementation

Often employees in the retail industry only work there for a limited amount of time. Making teams more independent does require extra training and a longer familiarization period. Once the employee would be ready to work independently, he/she would already leave again. This is a difficulty when working in the retail industry where a large part of the workforce is made up of marginal employees who usually leave once they finish their studies. This was a primary concern of the manager.