Leadership Style, Openness to Change, Self-Regulation and Social Support.

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Executive summary

Value and approach

While the influence of perceived transformational leadership on employees' openness to organizational changes has been recognized, there remains a gap in understanding why this relationship varies among individuals. This study aims to investigate the underlying factors contributing to these individual differences. Specifically, we examine the impact of employees' levels of self-regulation and perceived supervisory support on the association between perceived transformational leadership style and openness to change.

Current study

In this study, 83 employees from CWZ hospital participated by completing a questionnaire. The questionnaire assessed their perceived transformational leadership style, openness to change, self-regulation, and perceived supervisory support. To ensure confidentiality and ethical compliance, the study received approval from the Radboud University's Social Sciences Ethics Committee (ESCW). Additionally, all questionnaires were appropriately translated from English to Dutch, the operating language of CWZ.

Results

This study did not find evidence that perceived transformational leadership style predicts openness to change. Additionally, no evidence was found that the association between perceived transformational leadership style and openness to change was stronger for employees who scored higher on self-regulation. Finally, no evidence was found that the association between perceived transformational leadership style and openness to change was stronger for employees who scored higher on perceived supervisory support.

Recommendations

1. The absence of significant differences notwithstanding, certain indications suggest that the perceived transformational leadership style may have a positive influence on openness to change, highlighting the potential value of further studies on this topic within CWZ.
2. To ensure consistency in perceived leader roles, perception of changes, and the overall feasibility of measurements, future studies should prioritize conducting pilot studies.
3. Additionally, incorporating a longitudinal design and extending the data collection period during cyclical busy periods in certain departments would allow for a

comprehensive examination of how perceptions of proposed changes evolve over time. This approach would enhance response rates and ensure a more representative sample.

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Abstract

This study aims to investigate the relationship between perceived transformational supervisor leadership style (PTL) and openness to change (OC). Previous research has suggested that transformational leadership styles can lead to greater openness to organizational change among subordinates, and this study seeks to examine this relationship further. Additionally, this study aims to explore whether this positive relationship is stronger for people who score higher on self-regulation (SR) and higher on perceived supervisory support (PSS). The participants in this study were 83 employees of a Dutch clinical hospital. The study showed no evidence that higher PTL results in higher OC. Additionally, no evidence was found to support the prediction that this positive association was stronger for employees with higher levels of SR and PSS. Future research should address various limitations, such as employing larger sample sizes, conducting pilot studies, and incorporating longitudinal designs, to enhance the validity and generalizability of the findings.

Keywords: Perceived Transformational Supervisor Leadership Style, Openness to Change, Self-Regulation, Perceived Supervisory Support, Dutch Clinical Hospital, Online Survey

The need for effective teams in healthcare organizations is becoming increasingly important due to an increase in patients with multiple health conditions and increasing complexity of healthcare specialization (Babiker et al., 2014). This requires organizations to change their goals, values, needs, and adaptive responses to the business environment (By, 2007; Causon, 2004). CWZ is one of the 27 top clinical teaching hospitals in the Netherlands. Nearly 4,000 staff and many volunteers provide personalized care to patients every day. Since 2018 CWZ is preparing to transition from having a classical hierarchy towards self-organizing teams. The hospital therefore wants to promote autonomy among employees, which requires personal leadership (Pursio et al., 2021). In the beginning of January 2023 they started with the implementation of the two main programs to achieve this: “Cultuur & Leiderschap (C&L)” and the “sterk in je werk 2023 (SIJW)” program. SIJW focuses on the following aspects: talents and qualities, balance, development, health and working values. The C&L-led culture change towards personal leadership aims to create an environment where employees are empowered to manage themselves and take ownership of their work requirements. It is important to assess to what degree employees already display personal leadership. One key aspect of personal leadership is self-regulation (SR), which involves

effectively monitoring and managing one's thoughts, feelings, and behaviors towards achieving short- and long-term goals (Weinberg & Gould, 2019). Employees who are able to self-regulate are known to work more effectively, to be goal driven, and to be dependable, which are essential characteristics for personal leaders (Johnson et al., 2018; Klagge, 1996). SR is thus an important skill for employees to become effective personal leaders.

Change in organizations can occur at multiple levels. Most research focusses on changes at the structural, process, or domain level (Lines, 2005). According to the ecological model of behavior change, change needs to occur in multiple levels to reach the desired effect (Glanz & Bishop, 2010). Additionally, The achievement and longevity of transformations in healthcare organizations rely heavily on the willingness of employees to embrace them, participate in relevant opportunities, and develop their skills (Lines, 2005). To ensure employee engagement in these changes, it is crucial for them to have a positive attitude towards the proposed changes (Glasman & Albarracín, 2006). More specifically, higher confidence in positive change outcomes leads to more behavior in the direction of the changes (Quandt et al., 2022). Therefore, in addition to the changes in the structure of the organization, changes at the individual level are crucial for successful organizational change. However, most literature focuses on interventions that target supervisor style or the organizational level, and shows high failure rates (Kuntz & Gomes, 2012). It is therefore important to increase the knowledge on factors at the individual level that influence transformational change.

Another essential aspect that enables organizations to change – which is influenced by SR – is whether its employees are open to the changes (Choi, 2011). SR is an individual skill that might underlie transformational change (Kuntz & Gomes, 2012). People who self-regulate tend to be more open to essential changes (Rosenbaum, 1999). Additionally, people who are able to self-regulate show higher self-efficacy, lower neuroticism and higher openness (Holt et al., 2009; Kuntz & Gomes, 2012; Seo & Ilies, 2009), which are important predictors for openness to change (OC)(Kuntz & Gomes, 2012). This makes SR an interesting organizational change phenomenon to study.

It is known that some departments within health care organizations are less open to organizational changes then others (Augustsson et al., 2017). Several factors within a hospital can influence OC (Saame et al., 2011; Seren & Baykal, 2007). One important factor is how employees perceive the leadership style of their supervisors (Erwin & Garman, 2010; Savič & Pagon, 2007). Employees show higher perceptions of attractive change consequences with a *transformational leadership style* of supervisors, which evokes employee behavior in support

of change (Faupel & Süß, 2018). Transformational leadership style is categorized by four dimensions: idealized influence, inspirational motivation, intellectual stimulation and individualized consideration (Hay, 2006). These supervisors demonstrate a charismatic vision that inspires others to follow, are able to motivate others to commit to the vision and encourage innovation and creativity, and are attentive to the specific needs of their subordinates. Similarly, transformational leadership is one of the factors making *transformational change* successful (Nging & Yazdanifard, 2015). Transformational change can be seen as a complete restructuring of a company's culture and key processes, requiring a shift in employees' attitudes and beliefs (Chapman, 2002). Applying a transformational leadership style is thus important to improve openness to transformational organizational change. This research therefore aims to widen the knowledge on the relationship between transformational leadership and openness to transformational organizational change.

Furthermore, transformational leadership allows a work environment which allows people to develop SR principles (Robbins & Davidhizar, 2020). The *self-regulation model of change-related sensemaking, interpretation, readiness, and behaviors* indicates that SR principles are an important underlying mechanism for transformational change in organizations (Kuntz & Gomes, 2012). The model argues that employees' OC depends on an interaction between an individual's self-regulatory capabilities, their perception of change, and the organizational environment. More specifically, during transformational change, employees are likely to experience discrepancies with regard to their current knowledge structures. This triggers a sensemaking process that can be cognitively and emotionally burdensome for the employee. Employees who are able to self-regulate are expected to align their interpretation of the changes – whether focusing on reducing discrepancies or creating positive disparities – with the preferred organizational climate, be it dynamic or stable. This alignment ultimately leads to a higher level of openness towards the proposed changes. This, and the fact that subordinates of transformational leaders exhibit higher self-efficacy, higher commitment, and strive for higher attainable goals – which are important principles of SR – suggests that SR strengthens the positive relationship between transformational leadership and OC (Bronkhorst et al., 2013; Kuntz & Gomes, 2012; Pillai & Williams, 2004). However, there is no known empirical research on this underlying influence. This study will therefore investigate whether the association between employees' perceived transformational supervisor leadership style (PTL) and OC is moderated by SR.

One behavior that transformational leaders exhibit that is specifically important during a transformational change process is individualized consideration (Chou, 2015). By

considering and tending to the different needs and skill levels of followers (Swindell, 2014), the transformational leader ensures that their subordinates feel socially supported (Pillai & Williams, 2004). Perceived social support refers to the subjective experience of receiving emotional empathy, understanding, and instrumental assistance to meet one's needs (LaRocco et al., 1980). Furthermore, social support is known to mitigate job related stress in employees (McGilton et al., 2007; Yang et al., 2015). Employees who experience more job stress can be less open to change (Chetty et al., 2015). Additionally, perceived supervisor support influences organizational commitment (Kalidass & Bahron, 2015; Kidd & Smewing, 2010). Employees who show higher commitment to their organization are more likely to be open for change (Madsen et al., 2005). Furthermore, supervisor support lowers employee turnover intentions (Mor Barak et al., 2009). Lower turnover intentions in employees is associated with higher OC (Chawla & Kevin Kelloway, 2004; Wanberg & Banas, 2000). Social support might thus be a vital predictor for OC. Therefore, it is important to know to what degree employees perceive to receive supervisor support, and how this influences the change process. This study will therefore also investigate whether the association between PTL and OC is moderated by employees' perceived supervisor support (PSS).

In line with the reviewed literature, the following hypotheses and predictions are proposed: First, there is an association between PTL and OC. For this hypothesis, it is predicted that employees who score higher on PTL show higher OC. Second, the association between PTL and OC is moderated by SR. For this hypothesis, it is predicted that the positive association between PTL and OC is stronger for employees who score higher on SR. Finally, the association between PTL and OC is moderated by PSS. For this hypothesis, it is predicted that the positive association between PTL and OC is stronger for employees who score higher on PSS.

Transformational change plays a crucial role in shaping the future of organizations. It enables them to adapt to evolving market conditions, embrace innovation, and remain competitive in a dynamic business landscape (By, 2007). However, the significant financial commitment required for such changes necessitates a meticulous approach to maximize the chances of success. Unfortunately, the success rates of organizational changes remain alarmingly low (Schwarz et al., 2020). Recognizing that successful organizational change is intricately tied to the individuals within the organization, this research aims to shed light on influential factors at the individual employee level. To address this challenge, this research seeks to contribute valuable insights into effective strategies that organizational change agents can employ to enhance the success of organizational change initiatives. The findings of this

study have the potential to guide change agents in fostering SR, promoting PSS, and ultimately increasing employees' OC, thereby improving the likelihood of successful organizational change outcomes.

To test the hypotheses of the present study, an online survey was created to measure PTL, OC, PS, and PSS. We expect a positive correlation between PTL and OC, indicating that as PTL scores increase, OC scores will also increase. Furthermore, we expect that higher levels of SR will enhance the relationship between PTL and OC, leading to a stronger positive correlation between these variables among individuals with high SR compared to those with low SR. Finally, it is predicted that the positive association between PTL and OC will be stronger for employees who score higher on PSS. We anticipate that higher levels of PSS will amplify the relationship between PTL and OC, resulting in a stronger positive correlation between these variables among individuals with high PSS compared to those with low PSS.

Methods

Participants

For the interaction effect, a priori sensitivity analysis has been conducted using G*Power3 (Faul et al., 2007) with alpha .05, a power of 80, and a sample of 200, which allows for the detection of a small effect size of $f \geq 0.056$. This number of participants was deemed to be realistic to obtain given the prior employee response rate in the CWZ.

In the current study, all CWZ employees that hierarchically have at least one person above them, were sent a questionnaire in Dutch. 178 participants started the questionnaire. 95 participants were excluded because they did not complete the questionnaire. The total number of participants is $N = 83$. Participants were approached via intranet of CWZ, email, their supervisor, or personal contact. Participation in this study was voluntary, and no personal data such as gender and age was collected to guarantee the participants' anonymity. On request of CWZ, participants were asked in what department of the organization they work. This data will not be used to answer the research questions of this study.

Procedures

This research meets the framework of the Light Track as set by the Radboud University's Social Sciences Ethics Committee (ESCW), and has been approved under the following reference: ECSW-LT-2023-3-16-51022 (see Appendix A). First, participants were presented with an information letter and consent form (see Appendix B) which informed them about what participation in the study entailed. After this, participants were asked in what department of the organization they work. Participants were then asked to fill in the *Global*

Transformational Leadership scale (GTL), the *Openness Toward Organizational Change scale* (OTOCS), *a short version of the Self-regulation questionnaire* (SSRQ), and the *Survey of Perceived Supervisory Support* (SPS). Finally, a debriefing on the study was presented. Participation in the study was approximately 8 minutes.

Materials

The online study (see Appendix B) was created via the survey software Enalyzer (Ødegaard & Ødegaard, 2000), because it is commonly used within CWZ. Employees were therefore already familiar with the software. Enalyzer adheres to the requirements of the General Data Protection Regulation (GDPR), and its use has been approved by the ESCW.

GTL

The GTL was used to measure PTL. It consists of seven items ($\alpha = .953$)[1], and is answered on a 7-point Likert scale ranging from 1 – "Rarely or never" to 7 – "Very frequently, if not always" (Carless et al., 2000). A higher score indicates that participants perceive their supervisor as embodying a greater degree of transformational leadership style. The highest attainable average score is 7.

OC

The OTOCS was used to measure OC. It consists of five items ($\alpha = .746$), and is answered on a 5-point Likert scale ranging from 1 – "To a very little extent" to 5 – "To a very great extent" (Miller et al., 1994). A higher score indicates that the participants are more open to organizational change. The highest attainable average score is 5. A short description outlining the proposed changes within the organization has been added to the beginning of the OTOCS to provide context specific to the organization.

SR

The SSRQ was used to measure SR. It consists of 21 items ($\alpha = .895$), and is answered on a 5-point Likert scale ranging from 1 – "Strongly disagree" to 5 – "Strongly agree" (Neal & Carey, 2005). A higher score indicates that participants are better at SR. The highest attainable average score is 5.

PSS

The SPS was used to measure PSS. The SPS consists of 16 items, of which two items have been removed for this study due to low validity in survey naïve subjects (Kottke & Sharafinski, 1988). The remaining 14 items ($\alpha = .978$) were answered on a 7-point Likert scale ranging from 1 – "Strongly disagree" to 7 – "Strongly agree". A higher score indicates that employees experience more support from their supervisor. The highest attainable average

[1] The reported reliabilities have been calculated post-hoc with the data of the present study.

score is 7. Notably, in the *SPS*, the word “supervisor” was replaced with “leidinggevende”, which is the term commonly used within the hospital. In consideration of the time limitations experienced by hospital employees (Pisljar et al., 2011), the shortest questionnaire for each construct was selected, a strategy known to enhance response rates (Edwards et al., 2002). All questionnaires were translated and back-translated from English to Dutch by two bilingual translators, and a final translation was approved by the supervisor of the student writing this paper.

Data-analysis

Prior to the analysis, cut-off points for Mahalanobis, Cooks, and Leverage have been calculated (Blatná, 2006) in SPSS (IBM, version 27). Participants scoring equal to or higher than the cut-off point on two or more of the metrics were further examined as possible outliers. To examine the relationship between the independent variable (IV), PTL, and the dependent variable (DV), OC, and whether this relationship is moderated by the covariates SR and PSS, a Hayes PROCESS model 2 moderation analysis has been conducted (Hayes, 2022). Finally, a reliability analysis has been conducted for each of the subscales to measure internal consistency (see Appendix C). Furthermore, an exploratory linear regression analysis has been conducted using PTL as IV, and OC as DV. Finally, Variance Inflation Factor (VIF) and Tolerance scores have been calculated to check for collinearity.

Results

Table 1 displays the descriptive statistics for the variables of the current study, including the sample size, range, mean, and standard deviation.

Table 1

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
PTL	83	1,00	7,00	4,742	1,376
OC	83	1,00	5,00	3,672	,734
SR	83	2,43	3,62	3,045	,207
PSS	83	1,00	7,00	4,812	1,452

To identify possible outliers, cut-off points for Mahalanobis ((df = 3, p = .005) = 12.838), Cooks (4 / 83 – 3 – 1 = 0.051), and Leverage (2*3 + 2 / 83 = 0,096) have been calculated (Blatná, 2006). Two participants were further examined for scoring equal to or

higher than the cut-off point on two or more of the metrics. These participants are highlighted in Appendix D. After inspection of the standardized predicted values, standardized residual values, and individually inspecting the data, no cases have been excluded. Additionally, assumptions for normality, linearity, and homoscedasticity were met (see Appendix D). Table 2 displays the correlations between the variables of this study, indicating a high correlation between PTL (mGTL) and PSS (mSPS). However, table 3 shows that all Tolerance scores were above 0.1 and all VIF scores below 5, and thus multicollinearity was met (Shrestha, 2020).

Table 2

Correlations

		PTL	SR	PSS
PTL	Pearson Correlation	1	-,083	,841
	Sig. (2-tailed)		,456	,000
	N	83	83	83
SR	Pearson Correlation	-,083	1	-,121
	Sig. (2-tailed)	,456		,275
	N	83	83	83
PSS	Pearson Correlation	,841	-,121	1
	Sig. (2-tailed)	,000	,275	
	N	83	83	83

Table 3

Collinearity diagnostics

		Collinearity Statistics	
Model		Tolerance	VIF
1	PTL	,293	3,418
	SR	,997	1,003
	PSS	,293	3,418

a. Dependent Variable: Openness to Organizational Change

The PROCESS plug-in (Hayes, 2022) was used to investigate the hypotheses of the present study. A model 2 moderation analysis has been conducted with OC (quantitative) as

DV, PTL (quantitative) as IV, and SR (quantitative) and PSS (quantitative) as moderators. The overall model of PTL, SR, and PSS were significant predictors of OC ($F(5, 77) = 2.92$, $p = .018$, $R^2 = .159$). For the first hypothesis, whether there is an association between PTL and OC, there was no significant main effect of PTL on OC ($\beta = –.15$, $t(77) = -.24$, $p = .808$). PTL does not predict OC. For the second hypothesis, whether the association between PTL and OC is moderated by SR, the model showed no significant main effect for SR on OC ($\beta = –.42$, $t(77) = –.66$, $p = .514$). Additionally, there is no significant interaction effect of PTL and SR on OC ($F(1,77) = .92$, $p = .340$, $\Delta R^2 = .01$). The association between PTL and OC is not moderated by SR. For the third hypothesis, whether the association between PTL and OC is moderated by PSS, the model showed no significant main effect for PSS on OC ($\beta = .26$, $t(77) = 1.42$, $p = .159$). Additionally, there is no significant interaction effect of PTL and PSS on OC ($F(1,77) = 2.10$, $p = .152$, $\Delta R2 = .02$). The association between PTL and OC is not moderated by PSS. Furthermore, an exploratory linear regression analysis has been conducted to investigate the first hypothesis outside of the current model, showing that R squared is significantly larger than 0 ($F(1, 81) = 8.51$, $p = .005$, $R^2 = .095$). The regression coefficient of PTL on OC was significant and small ($\beta = .164$, $p = .005$). PTL predicts OC outside of the model used in this study.

Discussion

The present study intended to extend the knowledge on transformational leadership and openness to transformational organizational change. Therefore, the following hypothesis have been tested: For the first hypothesis, no significant evidence was found that PTL predicts OC. For the second hypothesis, no significant interaction effect between PTL and SR on OC has been found. Thus, no evidence was found that the positive association between PTL and OC is stronger for employees who score higher on SR. For the third hypothesis, no significant interaction effect between PTL and PSS on OC has been found. Thus, no evidence was found that the positive association between PTL and OC is stronger for employees who score higher on PSS.

Because the first hypothesis was not confirmed, the findings of this study do not support the idea that PTL predicts OC. This contradicts the existing literature, which suggests that employees show higher perceptions of attractive change consequences when their supervisors adapt a transformational leadership style, and are therefore more open to organizational change (Erwin & Garman, 2010; Faupel & Süß, 2018; Savič & Pagon, 2007). However, it is important to consider that the limited size of our sample may explain the

absence of this relationship, which is discussed further below. This smaller sample size could have led to insufficient statistical power, making it challenging to detect any meaningful relationship. Results of the exploratory analysis add weight to this explanation by showing that a positive relationship between PTL and OC exists in our sample when analyzed outside of the current model. Nevertheless, applying Occam's razor principle (Walsh, 1979), our current conclusion is that the simplest and most likely explanation is that no relationship exists between PTL and OC within our sample.

Moreover, during the data collection process, several participants approached the researcher to express their mixed emotions regarding their supervisors. This phenomenon can be attributed to the ongoing transitional period in various departments, where leadership roles are either unclear or entirely absent. Consequently, participants may have faced difficulty in accurately identifying which supervisor was being referred to in the questionnaire, leading to a potential response bias. The presence of response bias has the potential to undermine the validity of the questionnaire (Marquis et al., 1986). Additionally, the ambiguity surrounding leadership roles may have resulted in role ambiguity among employees in certain departments (Cicero et al., 2010). It is well-established that role ambiguity has a negative impact on OC (Yousef, 2000). Therefore, it is plausible that the study results were influenced by the ambiguous leadership situation observed in some departments.

Furthermore, the absence of a significant interaction effect between PTL and SR on OC contradicts the literature, which posits that transformational leadership fosters an environment conducive to the development of SR principles (Robbins & Davidhizar, 2020). Moreover, it deviates from the *self-regulation model of change-related sensemaking, interpretation, readiness, and behaviors*, which asserts that SR principles influence employees' OC through a combination of their self-regulatory capabilities, perception of change, and the organizational environment (Kuntz & Gomes, 2012). A potential explanation for this contradiction lies in the varying degrees of awareness among employees regarding the proposed changes in the hospital, further discussed below. Some participants, upon post-questionnaire discussion, revealed limited awareness or knowledge gaps about the proposed changes among their colleagues. This could have led to an ambiguous perception of the changes. When change is not perceived as personally beneficial, it can lower openness regardless of self-regulatory capabilities and the PTL of their supervisors (Tuokko et al., 2007; Kuntz & Gomes, 2012). Additionally, ambiguous change perception can lower openness to the proposed changes due to a decreased efficacy to deal with the change process (Terry & Jimmieson, 2003).

Moreover, SR provides employees with the necessary tools to navigate discrepancies that may arise in their current knowledge structure during times of change (Kuntz & Gomes, 2012). However, in the present survey only a brief description of the positive aspects of the changes was provided. It might therefore be that employees who did not have personal experiences with regard to these changes did not experience any discrepancy towards them. This could have resulted that most employees felt more open towards potential future changes regardless of their level of SR (Steigenberger, 2015). Thus, the absence of a significant interaction effect between PTL and SR on OC challenges the existing literature and the self-regulation model of change-related sensemaking. The potential influence of varying degrees of awareness and ambiguous change perception among employees may provide a plausible explanation for this contradiction, affecting their openness to the proposed changes.

Additionally, the absence of an interaction effect between PTL and PSS on OC contradicts the reviewed literature that suggests a stronger relationship between transformational leadership and OC for employees with higher PSS, as it helps mitigate job stress, increase organizational commitment, and reduce turnover intentions (Chawla & Kevin Kelloway, 2004; Chetty et al., 2015; Kalidass & Bahron, 2015; Kidd & Smewing, 2010; Madsen et al., 2005; McGilton et al., 2007; Mor Barak et al., 2009; Wanberg & Banas, 2000; Yang et al., 2015). The presence of ambiguous situations in certain departments may have led to higher job stress irrespective of PTL (Cicero et al., 2010; Soltani et al., 2013). Furthermore, this ambiguity could have negatively influenced the groups' prototypicality, which refers to the extent to which the groups' members perceive themselves as fitting the typical characteristics or norms of the group (van Knippenberg, 2011). When group prototypicality is compromised, it can lead to lower organizational commitment and higher turnover intentions (Cicero et al., 2010). As a result, the potential mitigating role of PSS might not have been effective in this context. Additionally, the absence of a clear leader role can have a negative impact on perceived organizational support. Lower perceived organizational support is strongly associated with lower levels of PSS (Kurtessis et al., 2015; Rhoades & Eisenberger, 2002; Shanock & Eisenberger, 2006). Hence, it is plausible that the proposed variables underlying the moderating effect of PSS on the relationship between PTL and OC have been confounded by the variable of role/leader ambiguity.

Limitations and suggestions for further research

Our conflicting results can be partially attributed to the limitations inherent in our study. One of the most significant limitations of our study is the potential bias resulting from a lack of statistical power due to our small sample size. Despite initially aiming for a sample

size of 200, only 83 participants completed the questionnaire. This attrition is particularly noteworthy, as 95 employees initially started the questionnaire but did not complete it, possibly due to time constraints experienced by employees in specific departments (Pisljar et al., 2011). Additionally, because the data has been collected in a hospital, employees are likely to face high work pressure and unpredictable work situations (Boutsioli, 2013; Chan & Huak, 2004). This could have affected their ability to start or finish the survey. Thus, the reduced sample size may have limited our ability to detect small effect sizes as intended and introduced potential selection bias (Swanson et al., 2005).

Furthermore, the varying extent of communication regarding the proposed changes in the hospital among different operating levels and departments could have led to differences in the interpretation of the OTOCS questionnaire. During the data collection period, the dissemination of main culture changes might not have reached the lowest echelon, which comprises non-supervisory staff, to the fullest extent. Although the questionnaire included examples of the changes already observable in the hospital and their future implementation, it is possible that these examples did not sufficiently resonate with employees of specific departments, resulting in a limited identification with the proposed changes. Future research could consider incorporating measures to assess the degree of understanding of the proposed changes among the target population to identify whether the perception of the changes is clear to employees across all levels of the organization.

Furthermore, it is important to acknowledge that this research did not incorporate a pilot study to assess the validity and reliability of the survey employed. Although each of the four questionnaires used in the study has individually demonstrated sufficient validity and reliability (Carless et al., 2000; Kottke & Sharafinski, 1988; Miller et al., 1994; Neal & Carey, 2005), the overall comprehensive survey has not been tested within the targeted sample prior to this study. It should be noted that the introduction of a brief description outlining the proposed changes within the organization may have impacted the validity of the OTOCS questionnaire (Bolarinwa, 2015). Nevertheless, the findings from the post hoc reliability analysis indicate that the scales exhibit acceptable to excellent levels of internal consistency (refer to Appendix C).

In future research, addressing the mentioned limitations, such as employing a larger sample size and conducting pilot studies to identify consistencies in perceived leader roles and perception of the proposed changes, should be given priority. In addition to the previously mentioned limitations, there are several key suggestions for future research. Firstly, conducting a pilot study to test the feasibility of the survey as a whole would provide valuable

insights into its effectiveness (van Teijlingen et al., 2001). Secondly, incorporating a longitudinal design would allow for the examination of how perceptions of the proposed changes evolve over time, considering the lengthy nature of the transformational change process (By, 2007). Furthermore, extending the data collection period could enhance response rates, particularly during cyclical busy periods in certain departments (Bartel et al., 2014; Kessler et al., 2011). This would enable the inclusion of employees who might have otherwise been too busy to participate, leading to a more representative sample. These suggestions provide avenues for future research to explore, ultimately strengthening the validity and applicability of the study's findings.

Conclusion

The present study aimed to investigate the relationship between perceived transformational leadership and openness to change while examining the moderating roles of self-regulation and perceived supervisory support. The findings did not support the hypothesis that perceived transformational leadership predicts openness to change, suggesting no significant association between these variables in the sample. Additionally, no evidence was found to support the moderating effects of self-regulation or perceived supervisory support on the relationship between perceived transformational leadership and openness to change. The limitations of the study, including a small sample size and potential response bias, may have influenced these results. The ambiguity surrounding leadership roles and the varying degrees of awareness among employees regarding the proposed changes in the hospital may have contributed to the contradictory findings. Future research should address these limitations, such as employing larger sample sizes, conducting pilot studies, and incorporating longitudinal designs, to enhance the validity and generalizability of the findings.

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Appendix A

ESCW approval

Qualtrics Survey Software <no-reply@ru.nl>
29-3-2023 13:23

Aan: Hennissen, J. (Jim)

Beste Jim Hennissen,

Uw docent/begeleider (Nina Zuurveen) heeft uw Light Track voor het onderzoek "Transformational leadership, openness to change, self-regulation & social support" afgerond. Uw referentienummer voor de Light Track is: ECSW-LT-2023-3-16-51022. Bewaar deze mail goed, u heeft dit nummer nodig wanneer u moet aantonen dat uw onderzoek voldoet aan de kaders van de Light Track zoals opgesteld door de Ethiek Commissie Sociale Wetenschappen.

U heeft aangegeven dat uw onderzoek voldoet aan onderstaande kaders van de Light Track:

1) gezonde, wilsbekwame en volwassen (16+) deelnemers betreft die vrijwillig meedoen, OF leerlingen in het primair en/of voortgezet onderwijs waarbij opdrachten vergelijkbaar zijn met normale schoolopdrachten of taakjes in de dagelijkse schoolpraktijk, én

2) er om actief informed consent gevraagd wordt, én

3) de privacy van de deelnemer gewaarborgd wordt, én

4) het onderzoek niet invasief is en een minimaal risico heeft, én

5) geen misleiding omvat, én

6) er een protocol is voor eventuele toevalsbevindingen, én

7) het onderzoek fysiek binnen Nederland plaats vindt, of online (nationaal/internationaal) uitgevoerd wordt.

Het bovengenoemde Light Track referentienummer is geldig voor 5 jaar, mits het daaraan gekoppelde onderzoek ongewijzigd blijft. Indien er onderdelen in het onderzoek wijzigen, zult u opnieuw moeten nagaan of het onderzoek nog steeds voldoet aan de kaders van de Light Track of dat een reguliere aanvraag (full-track) vereist is.

Met vriendelijke groet,

namens de Ethiek Commissie Sociale Wetenschappen,

Aniek Wols

Secretaris

Appendix B

Survey

Stage onderzoek M&O

Aangemaakt op: 24-6-2023 09:49
Elementen: 5 | Vragen: 6 | Talen: **NL**| Anonimiteit: **Anoniem**

Achtergrondvariabelen

E-mail, Voornaam, Achternaam, Tijd van uitnodigen enquête, Starttijd enquête, Reactiestatus

Overzicht

1. Informatiebrief
2. Toestemmingsformulier
3. Ik begrijp dat ik voor deelname aan het onderzoek op alle bovenstaande punten "JA" moet antwoorden op de bovenstaande punten
4. Tot welke afdeling binnen het CWZ behoor je?
5. Beoordeel je leidinggevende in termen van hoe vaak hij/zij het beschreven gedrag vertoont Toelichting: onder jouw leidinggevende verstaan wij degene die je hierarchisch aanstuurt, dus je afdelingshoofd, afdelingsleider, of in sommige gevallen direct de manager.
   - 5.1 Communiceert een duidelijke en positieve visie op de toekomst.
   - 5.2 Behandelt medewerkers als individuen, ondersteunt en stimuleert hun ontwikkeling.
   - 5.3 Geeft het personeel aanmoediging en erkenning.
   - 5.4 Bevordert vertrouwen, betrokkenheid en samenwerking tussen teamleden.
   - 5.5 Moedigt aan om op nieuwe manieren over problemen na te denken en stelt veronderstellingen ter discussie.
   - 5.6 Is duidelijk over zijn/haar waarden en beoefend wat hij/zij predikt.
   - 5.7 Wekt trots en respect op bij anderen en inspireert mij door zeer competent te zijn.
6. De volgende vragen gaan over de huidige organisatieontwikkelingen binnen het CWZ.
7. Geef aan in hoeverre de volgende zinnen op jou van toepassing zijn.
   - 7.1 Ik zou mezelf beschouwen als "open" voor veranderingen die de teams in mijn werk rol zullen brengen.
   - 7.2 Op dit moment ben ik enigzins tegen de voorgestelde veranderingen in de teams.
   - 7.3 Ik kijk uit naar de veranderingen in mijn werk rol die de implementatie van teams met zich mee brengt.
   - 7.4 In het licht van de voorgestelde veranderingen in de teams ben ik nogal terughoudend In mijn overweging om de manier waarop ik nu mijn werk doe te veranderen.
   - 7.5 Vanuit mijn perspectief zullen de voorgestelde veranderingen in de teams ten goede komen.
8. Geef aan in hoeverre je het eens bent met de volgende zinnen
   - 8.1 Ik merk de effecten van mijn acties niet op tot het te laat is.
   - 8.2 Ik stel het nemen van beslissingen uit.
   - 8.3 Ik merk moeilijk wanneer ik genoeg heb gehad (alcohol, eten, snoep).
   - 8.4 Ik heb moeite om door te zetten als ik eenmaal heb besloten iets te doen.
   - 8.5 Ik lijk niet te leren van mijn fouten.
   - 8.6 Ik hoef meestal maar één keer een fout te maken om ervan te leren.
   - 8.7 Ik kan meestal verschillende mogelijkheden vinden als ik iets wil veranderen.
   - 8.8 Vaak merk ik niet wat ik doe totdat iemand het onder mijn aandacht brengt.
   - 8.9 Ik denk meestal eerst na voordat ik handel.
   - 8.10 Ik leer van mijn fouten.
   - 8.11 Ik geef snel op.
   - 8.12 Ik houd meestal mijn voortgang naar mijn doelen bij.
   - 8.13 Ik ben in staat om doelen te bereiken die ik voor mezelf stel.
   - 8.14 Ik heb persoonlijke normen en probeer die na te leven.
   - 8.15 Zodra ik een probleem of uitdaging zie, begin ik met zoeken naar mogelijke oplossingen.
   - 8.16 Ik vind het moeilijk om doelen voor mezelf te stellen.
   - 8.17 Als ik iets probeer te veranderen, besteed ik veel aandacht aan hoe ik het doe.
   - 8.18 Ik heb moeite met het maken van plannen die me helpen mijn doelen te bereiken.
   - 8.19 Ik stel doelen voor mezelf en houd mijn vooruitgang bij.
   - 8.20 Wanneer ik me voorneem om iets te veranderen, besteed ik veel aandacht aan hoe ik het doe.
   - 8.21 Ik weet hoe ik wil zijn.
9. Geef aan in hoeverre de volgende zinnen volgens jou van toepassing zijn op je leidinggevende

9.1 Mijn leidinggevende waardeert mijn bijdrage aan het wezijn van onze afdeling.
9.2 Mijn leidinggevende waardeert mijn extra inspanningen.
9.3 Mijn leidinggevende houdt sterk rekening met mijn doelen en waarden.
9.4 Mijn leidinggevende wil weten of ik klachten heb.
9.5 Mijn leidinggevende houdt rekening met mijn belangen wanneer hij/zij beslissingen neemt die mij aangaan.
9.6 Er is hulp beschikbaar van mijn leidinggevende als ik een probleem heb.
9.7 Mijn leidinggevende geeft echt om mijn welzijn.
9.8 Als ik mijn werk zo goed mogelijk zou doen, zou mijn leidinggevende dat zeker opmerken.
9.9 Mijn leidinggevende is bereid mij te helpen als ik een speciale gunst nodig heb.
9.10 Mijn leidinggevende geeft om mijn algemene tevredenheid op het werk.
9.11 Mijn leidinggevende toont zijn/haar zorgen over mij.
9.12 Mijn leidinggevende geeft om mijn mening.
9.13 Mijn leidinggevende is trots op mijn prestaties.
9.14 Mijn leidinggevende probeert mijn werk zo interessant mogelijk te maken.
10. Einde vragenlijst
11. Einde

1. Informatiebrief

Welkom bij deze studie en bedankt dat je de tijd hebt genomen. Deze studie is onderdeel van de afstudeerstage die deel uit maakt van de master Psychology: Work, Organisation and Health aan de Radboud Universiteit. De studie richt zich op de relatie tussen leiderschap, openheid voor verandering, zelfregulatie en sociale steun middels het voorleggen van meerkeuzevragen. Verder zal er tijdens het onderzoek gevraagd worden om aan te geven binnen welke afdeling je werkt zodat het eindadvies specifiek op het CWZ afgestemd kan worden. Het invullen van de vragenlijst duurt ongeveer 8 minuten en is volledig anoniem. Het onderzoek heeft een minimaal risico en voldoet aan de ethische kaders van het "Light Track" zoals opgesteld door de Commissie Ethiek Sociale Wetenschappen (ECSS) van de Radboud Universiteit. De onderzoeker(s) heeft/hebben dit vastgesteld door het invullen van de checklist behorende bij het Light Track. Tijdens de studie kun je op elk moment aangeven dat je wilt stoppen met deelname, zonder dat je hoeft uit te leggen waarom je wilt stoppen. Stoppen tijdens het onderzoek heeft geen enkele consequentie. Sommige personen en organisaties moeten toegang hebben tot je persoons- en onderzoeksgegevens. Dit is nodig om te toetsen of het onderzoek goed en betrouwbaar is uitgevoerd. Voor deze inzage wordt je om toestemming gevraagd. Als je dit weigert, kun je niet deelnemen aan het onderzoek. Je gegevens worden voorafgaand aan deze vorm van delen geanonimiseerd. Dit betekent dat je aan de hand van deze gegevens niet meer te identificeren bent. Als je niet wilt dat uw geanonimiseerde gegevens worden gedeeld, kun je verzoeken om je gegevens tot maximaal 1 maand na afronding van het onderzoek te laten verwijderen. De Radboud Universiteit is verantwoordelijk voor de naleving van de Algemene Verordening Gegevensbescherming (GDPR) bij de verwerking van je persoonsgegevens. Klik hier voor meer info over personen die toegang hebben to de data en de GDPR. Voor vragen over het onderzoek kun je terecht bij jim.hennissen@ru.nl.

2. Toestemmingsformulier

Voor deelname aan wetenschappelijk onderzoek: leiderschapsstijl, openheid voor verandering, zelfregulatie en sociale steun in een Nederlands klinisch ziekenhuis. Hierbij bevestig ik dat: - Ik ben voldoende en schriftelijk geïnformeerd over het onderzoek; - ik de schriftelijke informatie heb gelezen - ik in de gelegenheid ben gesteld vragen te stellen over de studie - mijn vragen naar tevredenheid zijn beantwoord; - Ik heb voldoende gelegenheid gekregen om goed na te denken over deelname aan het onderzoek; - Ik neem geheel vrijwillig deel aan het onderzoek. Ik begrijp dat: - Ik het recht heb mijn toestemming te allen tijde zonder opgave van redenen en zonder vrees voor nadelige gevolgen in te trekken door contact op te nemen met Jim Hennissen via jim.hennissen@ru.nl. - Ik heb het recht om mijn onderzoeksgegevens te laten verwijderen tot 1 maand na afloop van het onderzoek. - Ik heb het recht om mijn toestemming voor de (verdere) verwerking van mijn persoonsgegevens in te trekken; mijn persoonsgegevens worden verwerkt in overeenstemming met de geldende Europese privacyregelgeving; - mijn persoonsgegevens worden verwerkt in overeenstemming met de privacyverklaring van de Radboud Universiteit (https://www.ru.nl/english/vaste-onderdelen/privacy-statement-radboud-university/); Ik ga ermee akkoord dat: - mijn onderzoeksgegevens binnen dit onderzoek worden verkregen voor wetenschappelijke doeleinden en gedurende 10 jaar beschikbaar zijn voor verificatie, hergebruik en replicatie; - het ondertekende toestemmingsformulier met mijn persoonsgegevens 10 jaar wordt bewaard; - mijn persoonsgegevens, die alleen voor administratieve doeleinden zijn verkregen, worden maximaal 1 maand na afronding van het onderzoek bewaard. - toezichthoudende autoriteiten mogen mijn persoons- en onderzoeksgegevens inzien ten behoeve van de controle van het onderzoek.

3. Ik begrijp dat ik voor deelname aan het onderzoek op alle bovenstaande punten "JA" moet antwoorden op de bovenstaande punten

Ja, ik ga akkoord, Nee, ik ga niet akkoord

Jump vanuit een specifiek antwoord: **Nee, ik ga niet akkoord → 11**

---

4. Tot welke afdeling binnen het CWZ behoor je?

Intensief & Acuut, Polikliniek, Kliniek, Medisch Ondersteunend, Staf Zorg, Mens & Ontwikkeling, Medische Informatie Technologie, Financiën & Control, Facilitair & Vastgoed, Kwaliteit & Verbeteren, Klant & Strategie, Bestuurs-bureau

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5. Beoordeel je leidinggevende in termen van hoe vaak hij/zij het beschreven gedrag vertoont Toelichting: onder jouw leidinggevende verstaan wij degene die je hierarchisch aanstuurt, dus je afdelingshoofd, afdelingsleider, of in sommige gevallen direct de manager.

5.1 Communiceert een duidelijke en positieve visie op de toekomst.
5.2 Behandelt medewerkers als individuen, ondersteunt en stimuleert hun ontwikkeling.
5.3 Geeft het personeel aanmoediging en erkenning.
5.4 Bevordert vertrouwen, betrokkenheid en samenwerking tussen teamleden.
5.5 Moedigt aan om op nieuwe manieren over problemen na te denken en stelt veronderstellingen ter discussie.
5.6 Is duidelijk over zijn/haar waarden en beoefend wat hij/zij predikt.
5.7 Wekt trots en respect op bij anderen en inspireert mij door zeer competent te zijn.

1 - zelden of nooit, 2, 3, 4, 5, 6, 7 - zeer vaak, zo niet altijd

---

6. De volgende vragen gaan over de huidige organisatieontwikkelingen binnen het CWZ.

CWZ wil zeggenschap en zelfstandigheid voor medewerkers vergroten. Vanuit cultuur en leiderschap willen we de organisatiecultuur veranderen van beperken naar uitdagen, van naleven van regels naar eigen discipline, van controle naar steun en van vastlegging naar vertrouwen. Dit zal je als medewerker vooral gaan merken aan de inspraak en invloed die je krijgt op het gebied van je professionele werktaken.

7. Geef aan in hoeverre de volgende zinnen op jou van toepassing zijn.

7.1 Ik zou mezelf beschouwen als "open" voor veranderingen die de teams in mijn werk rol zullen brengen.
7.2 Op dit moment ben ik enigzins tegen de voorgestelde veranderingen in de teams.
7.3 Ik kijk uit naar de veranderingen in mijn werk rol die de implementatie van teams met zich mee brengt.
7.4 In het licht van de voorgestelde veranderingen in de teams ben ik nogal terughoudend In mijn overweging om de manier waarop ik nu mijn werk doe te veranderen.
7.5 Vanuit mijn perspectief zullen de voorgestelde veranderingen in de teams ten goede komen.

1 - in zeer geringe mate, 2, 3, 4, 5 - in zeer hoge mate

---

8. Geef aan in hoeverre je het eens bent met de volgende zinnen

8.1 Ik merk de effecten van mijn acties niet op tot het te laat is.
8.2 Ik stel het nemen van beslissingen uit.
8.3 Ik merk moeilijk wanneer ik genoeg heb gehad (alcohol, eten, snoep).
8.4 Ik heb moeite om door te zetten als ik eenmaal heb besloten iets te doen.
8.5 Ik lijk niet te leren van mijn fouten.
8.6 Ik hoef meestal maar één keer een fout te maken om ervan te leren.
8.7 Ik kan meestal verschillende mogelijkheden vinden als ik iets wil veranderen.
8.8 Vaak merk ik niet wat ik doe totdat iemand het onder mijn aandacht brengt.
8.9 Ik denk meestal eerst na voordat ik handel.
8.10 Ik leer van mijn fouten.
8.11 Ik geef snel op.
8.12 Ik houd meestal mijn voortgang naar mijn doelen bij.
8.13 Ik ben in staat om doelen te bereiken die ik voor mezelf stel.
8.14 Ik heb persoonlijke normen en probeer die na te leven.
8.15 Zodra ik een probleem of uitdaging zie, begin ik met zoeken naar mogelijke oplossingen.
8.16 Ik vind het moeilijk om doelen voor mezelf te stellen.
8.17 Als ik iets probeer te veranderen, besteed ik veel aandacht aan hoe ik het doe.
8.18 Ik heb moeite met het maken van plannen die me helpen mijn doelen te bereiken.
8.19 Ik stel doelen voor mezelf en houd mijn vooruitgang bij.
8.20 Wanneer ik me voorneem om iets te veranderen, besteed ik veel aandacht aan hoe ik het doe.
8.21 Ik weet hoe ik wil zijn.

1 - zeer oneens, 2, 3, 4, 5 - zeer eens

---

9. Geef aan in hoeverre de volgende zinnen volgens jou van toepassing zijn op je leidinggevende

9.1 Mijn leidinggevende waardeert mijn bijdrage aan het wezijn van onze afdeling.
9.2 Mijn leidinggevende waardeert mijn extra inspanningen.
9.3 Mijn leidinggevende houdt sterk rekening met mijn doelen en waarden.
9.4 Mijn leidinggevende wil weten of ik klachten heb.
9.5 Mijn leidinggevende houdt rekening met mijn belangen wanneer hij/zij beslissingen neemt die mij aangaan.
9.6 Er is hulp beschikbaar van mijn leidinggevende als ik een probleem heb.
9.7 Mijn leidinggevende geeft echt om mijn welzijn.
9.8 Als ik mijn werk zo goed mogelijk zou doen, zou mijn leidinggevende dat zeker opmerken.
9.9 Mijn leidinggevende is bereid mij te helpen als ik een speciale gunst nodig heb.
9.10 Mijn leidinggevende geeft om mijn algemene tevredenheid op het werk.
9.11 Mijn leidinggevende toont zijn/haar zorgen over mij.
9.12 Mijn leidinggevende geeft om mijn mening.
9.13 Mijn leidinggevende is trots op mijn prestaties.
9.14 Mijn leidinggevende probeert mijn werk zo interessant mogelijk te maken.

1 - zeer oneens , 2, 3, 4, 5, 6, 7 - zeer eens

---

10. Einde vragenlijst

Bedankt voor je tijd om deze vragenlijst in te vullen. Je antwoorden zijn geregistreerd.

11. Einde

Je hebt besloten niet deel te nemen aan dit onderzoek. Bedankt voor je tijd.

Vraag getoond op basis van voorwaarden:: Tonen indien 3. Ik begrijp dat ik voor deelname aan het onderzoek op alle bovenstaande punten "JA" moet antwoorden op de bovenstaande punten = Nee, ik ga niet akkoord

Appendix C

Reliability analysis

Scale: Global Transformational Leadership Scale

Case Processing Summary

		N	%
Cases	Valid	83	100,0
	Excluded[a]	0	,0
	Total	83	100,0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,953	,953	7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Beoordeel je leidinggevende in termen van hoe vaak hij/zij het beschreven gedrag vertoont Toelichting: onder jouw leidinggevende verstaan wij degene die je hierarchisch aanstuurt, dus je afdelingshoofd, afdelingsleider, of in sommige gevallen	28,49	70,790	,794	,712	,950

Beoordeel je leidinggevende in termen van hoe vaak hij/zij het beschreven gedrag vertoont Toelichting: onder jouw leidinggevende verstaan wij degene die je hierarchisch aanstuurt, dus je afdelingshoofd, afdelingsleider, of in sommige gevallen	28,33	67,905	,866	,794	,944
Beoordeel je leidinggevende in termen van hoe vaak hij/zij het beschreven gedrag vertoont Toelichting: onder jouw leidinggevende verstaan wij degene die je hierarchisch aanstuurt, dus je afdelingshoofd, afdelingsleider, of in sommige gevallen	28,43	67,858	,849	,760	,945
Beoordeel je leidinggevende in termen van hoe vaak hij/zij het beschreven gedrag vertoont Toelichting: onder jouw leidinggevende verstaan wij degene die je hierarchisch aanstuurt, dus je afdelingshoofd, afdelingsleider, of in sommige gevallen	28,65	67,620	,861	,787	,944

Beoordeel je leidinggevende in termen van hoe vaak hij/zij het beschreven gedrag vertoont Toelichting: onder jouw leidinggevende verstaan wij degene die je hierarchisch aanstuurt, dus je afdelingshoofd, afdelingsleider, of in sommige gevallen	28,35	72,133	,761	,611	,952
Beoordeel je leidinggevende in termen van hoe vaak hij/zij het beschreven gedrag vertoont Toelichting: onder jouw leidinggevende verstaan wij degene die je hierarchisch aanstuurt, dus je afdelingshoofd, afdelingsleider, of in sommige gevallen	28,36	67,453	,871	,789	,943
Beoordeel je leidinggevende in termen van hoe vaak hij/zij het beschreven gedrag vertoont Toelichting: onder jouw leidinggevende verstaan wij degene die je hierarchisch aanstuurt, dus je afdelingshoofd, afdelingsleider, of in sommige gevallen	28,54	66,910	,877	,785	,943

Scale: Openness to Organizational Change Scale

Case Processing Summary

		N	%
Cases	Valid	83	100,0
	Excluded[a]	0	,0
	Total	83	100,0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,746	,747	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Geef aan in hoeverre de volgende zinnen op jou van toepassing zijn. - Ik zou mezelf beschouwen als "open" voor veranderingen die de teams in mijn werk rol zullen brengen.	14,41	9,635	,455	,360	,721
Geef aan in hoeverre de volgende zinnen op jou van toepassing zijn. - Op dit moment ben ik enigzins tegen de voorgestelde veranderingen in de teams.	14,41	9,659	,450	,305	,723
Geef aan in hoeverre de volgende zinnen op jou van toepassing zijn. - Ik kijk uit naar de veranderingen in mijn werk rol die de implementatie van teams met zich mee brengt.	15,04	8,230	,674	,533	,637

Geef aan in hoeverre de volgende zinnen op jou van toepassing zijn. - In het licht van de voorgestelde veranderingen in de teams ben ik nogal terughoudend In mijn overweging om de manier waarop ik nu mijn werk doe te veranderen.	14,60	9,999	,330	,156	,769
Geef aan in hoeverre de volgende zinnen op jou van toepassing zijn. - Vanuit mijn perspectief zullen de voorgestelde veranderingen in de teams ten goede komen.	14,99	8,256	,673	,546	,638

Scale: Self-regulation Scale

Case Processing Summary

		N	%
Cases	Valid	83	100,0
	Excluded[a]	0	,0
	Total	83	100,0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,895	,898	21

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Geef aan in hoeverre je het eens bent met de volgende zinnen - Ik merk de effecten van mijn acties niet op tot het te laat is.	78,88	104,205	,508	,527	,891
Geef aan in hoeverre je het eens bent met de volgende zinnen - Ik stel het nemen van beslissingen uit.	79,28	99,081	,594	,556	,888
Geef aan in hoeverre je het eens bent met de volgende zinnen - Ik merk moeilijk wanneer ik genoeg heb gehad (alcohol, eten, snoep).	78,95	104,559	,317	,278	,898
Geef aan in hoeverre je het eens bent met de volgende zinnen - Ik heb moeite om door te zetten als ik eenmaal heb besloten iets te doen.	79,05	99,461	,566	,627	,889
Geef aan in hoeverre je het eens bent met de volgende zinnen - Ik lijk niet te leren van mijn fouten.	78,48	104,082	,575	,638	,889
Geef aan in hoeverre je het eens bent met de volgende zinnen - Ik hoef meestal maar één keer een fout te maken om ervan te leren.	79,24	101,649	,537	,474	,890
Geef aan in hoeverre je het eens bent met de volgende zinnen - Ik kan meestal verschillende mogelijkheden vinden als ik iets wil veranderen.	78,94	106,130	,512	,640	,891
Geef aan in hoeverre je het eens bent met de volgende zinnen - Vaak merk ik niet wat ik doe totdat iemand het onder mijn aandacht brengt.	79,02	104,121	,485	,508	,891

Geef aan in hoeverre je het eens bent met de volgende zinnen - Ik denk meestal eerst na voordat ik handel.	79,36	103,136	,464	,392	,892
Geef aan in hoeverre je het eens bent met de volgende zinnen - Ik leer van mijn fouten.	78,67	107,588	,352	,563	,894
Geef aan in hoeverre je het eens bent met de volgende zinnen - Ik geef snel op.	78,66	104,056	,479	,632	,891
Geef aan in hoeverre je het eens bent met de volgende zinnen - Ik houd meestal mijn voortgang naar mijn doelen bij.	79,82	100,491	,558	,699	,889
Geef aan in hoeverre je het eens bent met de volgende zinnen - Ik ben in staat om doelen te bereiken die ik voor mezelf stel.	78,98	105,780	,442	,344	,892
Geef aan in hoeverre je het eens bent met de volgende zinnen - Ik heb persoonlijke normen en probeer die na te leven.	78,70	105,506	,524	,562	,891
Geef aan in hoeverre je het eens bent met de volgende zinnen - Zodra ik een probleem of uitdaging zie, begin ik met zoeken naar mogelijke oplossingen.	78,76	105,014	,490	,522	,891
Geef aan in hoeverre je het eens bent met de volgende zinnen - Ik vind het moeilijk om doelen voor mezelf te stellen.	79,04	100,865	,574	,582	,889
Geef aan in hoeverre je het eens bent met de volgende zinnen - Als ik iets probeer te veranderen, besteed ik veel aandacht aan hoe ik het doe.	79,35	104,742	,458	,725	,892

Geef aan in hoeverre je het eens bent met de volgende zinnen - Ik heb moeite met het maken van plannen die me helpen mijn doelen te bereiken.	79,22	97,245	,697	,622	,885
Geef aan in hoeverre je het eens bent met de volgende zinnen - Ik stel doelen voor mezelf en houd mijn vooruitgang bij.	79,58	100,442	,595	,732	,888
Geef aan in hoeverre je het eens bent met de volgende zinnen - Wanneer ik me voorneem om iets te veranderen, besteed ik veel aandacht aan hoe ik het doe.	79,31	102,510	,570	,706	,889
Geef aan in hoeverre je het eens bent met de volgende zinnen - Ik weet hoe ik wil zijn.	78,95	104,144	,475	,551	,892

Scale: Supervisory Support Scale

Case Processing Summary

		N	%
Cases	Valid	83	100,0
	Excluded[a]	0	,0
	Total	83	100,0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,978	,979	14

Item-Total Statistics

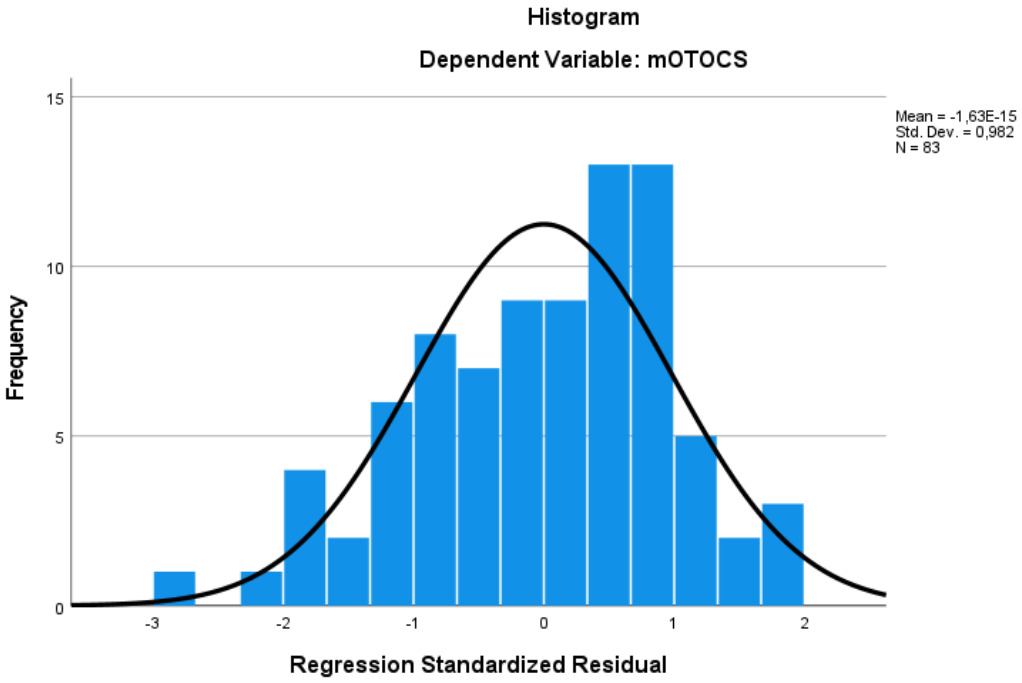
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Geef aan in hoeverre de volgende zinnen volgens jou van toepassing zijn op je leidinggevende - Mijn leidinggevende waardeert mijn bijdrage aan het wezijn van onze afdeling.	62,17	357,654	,876	,857	,977
Geef aan in hoeverre de volgende zinnen volgens jou van toepassing zijn op je leidinggevende - Mijn leidinggevende waardeert mijn extra inspanningen.	62,42	357,442	,888	,834	,976
Geef aan in hoeverre de volgende zinnen volgens jou van toepassing zijn op je leidinggevende - Mijn leidinggevende houdt sterk rekening met mijn doelen en waarden.	62,89	356,488	,889	,845	,976
Geef aan in hoeverre de volgende zinnen volgens jou van toepassing zijn op je leidinggevende - Mijn leidinggevende wil weten of ik klachten heb.	62,77	361,569	,770	,678	,978
Geef aan in hoeverre de volgende zinnen volgens jou van toepassing zijn op je leidinggevende - Mijn leidinggevende houdt rekening met mijn belangen wanneer hij/zij beslissingen neemt die mij aangaan.	62,73	354,514	,883	,818	,976

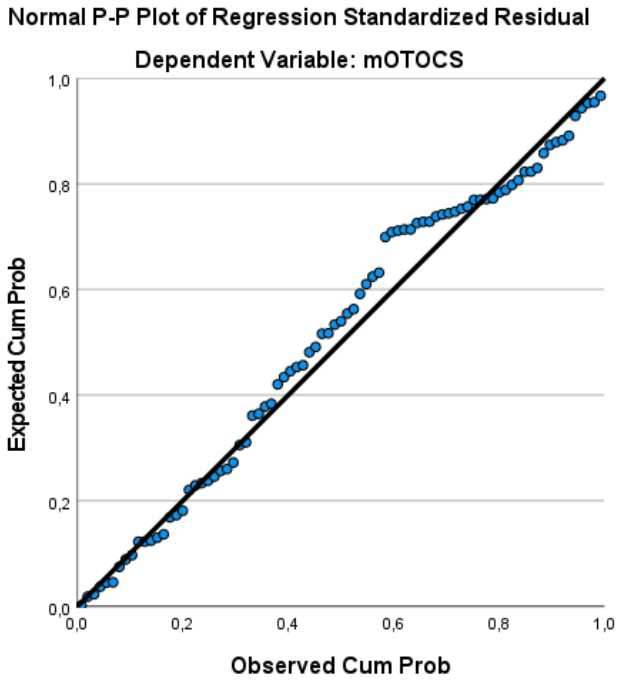
Geef aan in hoeverre de volgende zinnen volgens jou van toepassing zijn op je leidinggevende - Er is hulp beschikbaar van mijn leidinggevende als ik een probleem heb.	62,16	357,622	,909	,899	,976
Geef aan in hoeverre de volgende zinnen volgens jou van toepassing zijn op je leidinggevende - Mijn leidinggevende geeft echt om mijn welzijn.	62,48	351,692	,917	,885	,976
Geef aan in hoeverre de volgende zinnen volgens jou van toepassing zijn op je leidinggevende - Als ik mijn werk zo goed mogelijk zou doen, zou mijn leidinggevende dat zeker opmerken.	62,83	354,239	,838	,809	,977
Geef aan in hoeverre de volgende zinnen volgens jou van toepassing zijn op je leidinggevende - Mijn leidinggevende is bereid mij te helpen als ik een speciale gunst nodig heb.	62,22	362,757	,837	,820	,977
Geef aan in hoeverre de volgende zinnen volgens jou van toepassing zijn op je leidinggevende - Mijn leidinggevende geeft om mijn algemene tevredenheid op het werk.	62,41	357,635	,917	,863	,976
Geef aan in hoeverre de volgende zinnen volgens jou van toepassing zijn op je leidinggevende - Mijn leidinggevende toont zijn/haar zorgen over mij.	63,02	359,390	,790	,710	,978

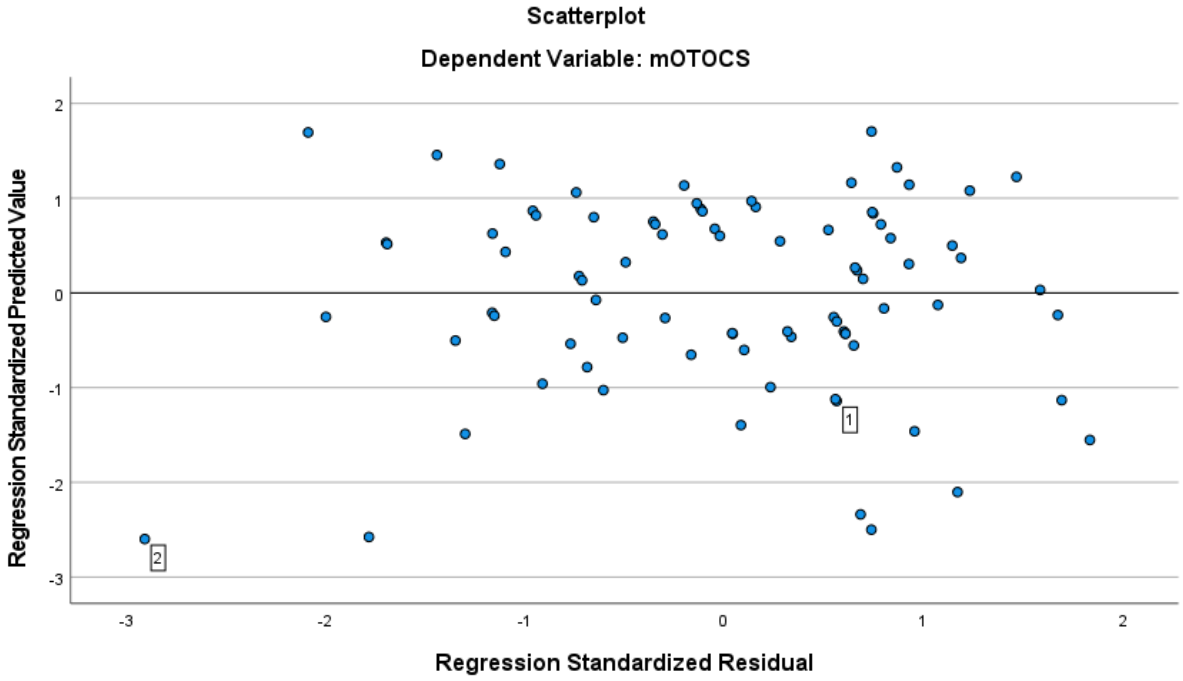
Geef aan in hoeverre de volgende zinnen volgens jou van toepassing zijn op je leidinggevende - Mijn leidinggevende geeft om mijn mening.	62,23	353,276	,889	,827	,976
Geef aan in hoeverre de volgende zinnen volgens jou van toepassing zijn op je leidinggevende - Mijn leidinggevende is trots op mijn prestaties.	62,61	356,752	,866	,814	,977
Geef aan in hoeverre de volgende zinnen volgens jou van toepassing zijn op je leidinggevende - Mijn leidinggevende probeert mijn werk zo interessant mogelijk te maken.	62,90	354,747	,848	,827	,977

Appendix D

Assumptions check






Scatterplot
Dependent Variable: mOTOCS
Regression Standardized Predicted Value
Regression Standardized Residual
2
1
0
-1
-2
-3
1
2