Master Thesis

Radboud University Nijmegen

Are we on the same page? Different perceptions of management support between employees and managers, and their influence on employees' innovative work behavior in Dutch elderly care

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Date of submission: 13-06-2022

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Preface

Within this thesis that is part of my Master Innovation and Entrepreneurship at the Radboud University Nijmegen, you will read my study called 'Are we on the same page? Different perceptions of management support between employees and managers, and their influence on employees' innovative work behavior in Dutch elderly care'. I have researched and answered the research question: *"How do differences in perceptions of management support between managers and employees affect employees' innovative work behavior in the Dutch elderly care sector?"*.

The reason why I chose to study innovative work behavior within the elderly care sector stems from my mother, who has passionately worked with elderly patients her whole life. We often discussed that elderly care institutions operate entirely different compared to other industries. This sparked my interest in studying a business phenomenon within elderly care institutions and give a small nod to the conversations with my mother.

Also, I want to express my gratitude to everyone who has aided me in completing my Master's thesis. Especially Sibel Ozasir Kacar as a supervisor for providing the feedback and council during this process. Also, my fellow students from our thesis circle Bryan Delmee, Marlise van 't Hol and Nienke Evenhuis, who helped contribute to the final product. Lastly, I want to thank my parents, little brother and little sister who encouraged me throughout the entirety of my educational career at Radboud University Nijmegen.

To you, the reader, I wish you much pleasure in reading the investigation as to how different perceptions of management support between managers and employees affect employees' innovative work behavior in the Dutch elderly care sector.

Best,
Rik van Ophuizen – June 2022

Abstract

The elderly care sector faces the need for innovation due to significant challenges in improving the quality of care whilst decreasing the costs of care. It is well established that innovative work behavior (IWB) is an important factor in improving services in organizations. Management support is shown to positively affect employees' IWB, however, the influence of differing perceptions between managers and employees on such management support has not been studied. Therefore, this study investigates how differences in managers' and employees' perceptions of management support affect employees' IWB in the Dutch elderly care sector.

In order to form an answer, twelve semi-structured interviews were conducted where both managers and employees were represented. The transcripts resulting from the interviews were analyzed utilizing a reflexive thematic analysis. This resulted in four sub-themes namely, involvement, idea potential, personal relationship and communication. These affected the employees' IWB as they led to ideas not reaching the manager either because the manager did not search for these ideas or employees were less willing to send their manager these ideas.

This led to the conclusion that differences in perceptions inhibited employees' abilities and willingness to successfully present ideas to their managers and obtain the approval to get their idea implemented.

Keywords: innovative work behavior, management support, employees' perceptions, managers' perceptions, differences in perceptions

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1. Introduction

There is a global trend of the increasing population of elderly people. This leads to vast increases in costs for the elderly care sector (Mostaghel, 2016). Governments worldwide face the challenges of improving the quality of life for the elderly whilst at the same time trying to decrease the costs of care (Mostaghel, 2016). Many of these challenges require elderly care institutions and organizations to change, rethink and restructure their processes and thus, innovate (Verleye & Gemmel, 2011). An important target for innovation in the elderly care sector relates to the services provided to the elderly such as medical services, social and cultural services, domestic services, transportation services and other services. In these services, elderly care employees are the closest to the elderly and have the most influence on how these services are conducted (Djellal & Gallouj, 2006). Furthermore, the elderly care sector shows to be a field with increasing demand for innovative products and services, making it useful for innovation applications (Kohlbacher & Hang, 2011).

An important determinant of improving services in an organization is innovative work behavior (IWB) (Ramamoorthy et al., 2005). IWB is considered to be the behavior of individuals with the intention to initiate and implement novel and useful ideas (Jong, 2007). Earlier research has shown IWB to consist of two stages namely initiation and implementation (King & Anderson, 2002). Jong & Den Hartog (2010) argued that the process of IWB is more complex, where employees are not only concerned with simply initiating the process by providing novel ideas and implementing these ideas in the workplace, but also with exploring opportunities and championing the idea. Four stages were therefore identified namely idea exploration, idea generation, idea championing and idea implementation (Jong & Den Hartog, 2010). This entails that employees identify problems and come up with innovative ideas or solutions, look for sponsoring of this idea through influential people in the workplace and apply it in their daily work practice (Scott & Bruce, 1994). Employees engaging in innovative behavior results in significant improvements in the health care sector and is essentially crucial for organizations to improve services and products (Carlucci et al., 2021; Jong & Den Hartog, 2010).

An important factor influencing IWB found in the literature is support for innovative behavior by managers and supervisors (T. M. Amabile et al., 2004; Bilton, 2007; Doğru, 2018; Hunter & Cushenbery, 2011). Management support indicates that supervisors show interest in employees, provide non-judgmental feedback and encourage employees towards voicing their opinions (Shalley et al., 2004). Also, management support can be thought of as the organization providing the resources and freedom to engage in innovative behavior (Ma Prieto & Pilar Pérez-Santana, 2014). The support provided by managers creates a feeling of involvement for employees and this is essential for employee innovative behavior (Calantone et al., 2002).

Previous literature on the effects of management support on employee innovative behavior utilizes employee perceived management support as a measurement variable for actual management support (T. M. Amabile et al., 2004; Doğru, 2018). Even though Cabrera et al (2006) propose that the effectiveness of IWB is affected by employees' perceptions of management support, research investigating these perceptions is lacking in the literature. Early research already stated that humans all have different perceptions and that it is important to take differences in perceptions into account when studying human behavior (Witkin, 1949). Furthermore, managers' supportive actions might not be considered as supportive by employees (Schmalenberg & Kramer, 2009). This indicates that managers' perceptions and employees' perceptions of management support might differ. Literature clearly states the importance of management support when the organization wants to benefit from IWB (Hunter & Cushenbery, 2011). When perceptions between employees and managers regarding management support differ, it is likely that management support is not utilized correctly and employees' IWB efforts are affected. This, in turn, is likely to affect the success of IWB efforts and the organization being able to benefit from IWB. Literature already indicated that employees' and managers' perceptions of management support might differ (Schmalenberg & Kramer, 2009), what these differences exactly are and how these differences affect employees' IWB efforts has yet to be studied. Therefore, this research will investigate how differences in perception between managers and employees on management support affect employees' IWB efforts. To do so, the four stages of IWB as proposed by Jong & den Hartog (2010) will be utilized as the IWB framework. Each of the four stages has different needs and outcomes and requires different approaches to management support (Jong & Den Hartog, 2010). This indicates that perceptions of management support might vary across the stages of IWB. Utilizing the four stages as the IWB framework will provide the most comprehensive explanation of how different perceptions of management support affect employees' IWB efforts.

As Ramamoorthy et al (2005) stated, IWB is an important factor in improving services in organizations. This research will provide governments and elderly care providers with a more in-depth understanding of the discrepancy between managers' and employees' perceptions of management support for IWB and how this affects employees' IWB. The outcome of this research will enable governments and elderly care providers to more specifically target their efforts towards management support for IWB in directing supportive actions by managers and improving the services in their institutions. This will enable governments and elderly care institutions to better face the challenges of the elderly care sector through the support for IWB. The personal connections the researcher has within the Dutch elderly care sector allowed for greater accessibility within Dutch elderly care institutions. Therefore, this study will be fully conducted in the Netherlands.

Thus, the lack of in-depth research on differences in perception of management support between employees and managers, and the influence this has on employees' IWB, as well as the practical

usefulness of this study for governments and elderly care providers leads to the following research question:

How do differences in perceptions of management support between managers and employees affect employees' innovative work behavior in the Dutch elderly care sector?

In the next sections, first, a literature review will be conducted. Secondly, the method will be proposed. Afterwards, the results will be presented followed by the discussion and conclusion.

2. Literature Review

In this section, a literature review is conducted regarding IWB, the effect of management support on IWB and how it is evident in each stage of the IWB process.

2.1 Innovative Work Behavior

Literature through the years extensively links individuals' innovative actions to creativity as individuals engage in producing novel ideas related to the improvement of products, services and processes (Amabile, 1988). IWB however, differs significantly from creativity (Scott & Bruce, 1994). West (2002) proposed that creativity can be seen as a subset of IWB that is most evident in the early stages of the process that require the production of ideas. The entire process of IWB is intended to provide novel output that is related to the idea production and therefore, IWB is concerned with the application of ideas whereas creativity is concerned with generating ideas. IWB is concerned with employee capability of producing, extending and implementing these novel ideas related to the improvement of products, services and processes (Jong, 2007; Scott & Bruce, 1994). Creativity is, therefore part of the early beginnings of the IWB process where employees recognize problems or possible improvements and propose ideas to solve these issues (West, 2002).

The IWB process, in its' simplest form, takes up two stages. The first stage focuses on problem recognition, creating novel ideas and providing suggestions related to innovating products, services and processes. The second stage is concerned with turning these suggestions into actual outcomes by developing and applying them (King & Anderson, 2002). What shows that IWB differs itself from creativity substantially is that the second stage goes beyond the creative first stage and is intended to provide solutions, improvements and ultimately benefits to the organization (West, 2002). With innovation being seen as an iterative cycle concerning the people involved, the linear models showing IWB in stages have been questioned in literature (Jong, 2007). However, to study IWB, understanding is made easier by dividing the process into clear, distinctive phases (Kanter, 1988). Moreover, as a discontinuous process, individuals' innovative behavior can be expected to happen at

any stage and in any combination at any time (Scott & Bruce, 1994). Scott & Bruce (1994), relate to a more elaborate process regarding IWB. They refer to IWB as individuals' recognizing points for improvement, producing novel ideas, finding sponsorship for these ideas and ultimately implementing them. Similarly, Kanter (1988), stated that innovation is carried out by individuals in the form of generating ideas, building coalitions and conveying. This shows that innovation through IWB is carried out by individuals, in different stages, to generate, develop and implement ideas (Jong, 2007). This research, therefore, applies the definition of innovative work behavior as *"individuals' behaviors directed towards the initiation and intentional introduction (within a work role, group or organization) of new and useful ideas, processes, products or procedures"* (Jong, 2007, p19). Innovative work behavior is not limited to the simple form that is generating ideas and implementing these ideas and the stages of IWB differ among researchers (Jong & Den Hartog, 2010; Kanter, 1988; Scott & Bruce, 1994).

This research follows Jong & den Hartog (2010) in defining the stages of IWB as these stages encompass the simple form that is generation and implementation. Moreover, these stages take into account the previous research on creativity and IWB and consider the rather broad use of the idea generation stage, leading to four stages. The four stages of IWB used in this research are, therefore idea exploration, idea generation, idea championing and idea implementation (Jong & Den Hartog, 2010). The idea exploration stage does not signify that an individual is actively exploring ideas, rather the individual is concerned with problem recognition and identifying opportunities for improvement (Jong & Den Hartog, 2010; Scott & Bruce, 1994). The initiation of the IWB process often starts by accident, where employees stumble upon issues that they wish to be solved (Jong & Den Hartog, 2010). The second stage, idea generation, is concerned with finding actual solutions to the problems recognized. These often relate to products and services, but also improvements in work processes (Kanter, 1988). Individuals engaged in idea exploration tend to show signs related to the concept of creativity, which has shown to be evident in the first stages of the IWB process (T. Amabile, 1988; West, 2002). These individuals, by approaching problems with a different perspective, use existing knowledge to produce novel ideas for improvement (Jong & Den Hartog, 2010). In the championing phase, an individual is concerned with promoting and seeking sponsorship for the idea, to obtain a green light for implementing the idea (J. M. Howell & Higgins, 1990a; Kanter, 1988; Scott & Bruce, 1994). Idea championing is often found to be a difficult stage, as individuals might be able to produce novel and promising ideas, but fail to find the right sponsorship for the idea. Furthermore, novel ideas have a high risk of rejection, such that sponsorship of influential individuals within the organization becomes crucial (Elsbach & Kramer, 2003). During the implementation stage, the idea is turned into a finished product, service or process and accepted and used by the organization (Perry-Smith & Mannucci, 2017). Testing and modifying these innovations are also part of the idea implementation stage (Kanter, 1988). The realization of such innovations requires quite a lot of work and a viewpoint that is focused on obtaining the results and benefits of the novel idea (Jong & Den Hartog, 2010).

2.2 Management support and innovative work behavior

Previous studies show that several variables determine individuals' IWB (Parker et al., 2006; Scott & Bruce, 1994; Yuan & Woodman, 2010). A large number of these studies suggest that organizational support for employees has a significant positive effect on individuals' innovative behavior and creativity (Madjar, 2005; Yuan & Woodman, 2010). In the concept of organizational support, managers play an important role in providing various forms of support to their employees, which positively affects employees' satisfaction (Eisenberger et al., 1986; Madjar, 2005). Management support is thus expected to positively influence employees' IWB efforts (Hunter & Cushenbery, 2011; Madjar, 2005).

Literature provides different variations of management support, indicating that the support provided by managers can take various forms. A theoretical distinction can be made between management support related to a supportive work environment, a supportive manager-employee relationship and supportive connecting.

Firstly management support related to creating a supportive work environment is characterized by the manager showing concern for employees, providing positive feedback and enabling employees to speak up about their opinions (Shalley et al., 2004). The environment a supportive manager creates enables employees to be more creative, explore novel ideas and turn these ideas into products, services and work processes (Calantone et al., 2002; West, 2002).

Secondly, related to a supportive manager-employee relationship, managers can overcome asymmetric information that exists between managers and employees and inform employees on innovative directions (Madjar, 2005). Studies show that managers sharing information and knowledge enable employees to provide more creative contributions (Cabrera et al., 2006; Frese et al., 1999). Furthermore, a supportive manager-employee relationship is more likely to result in the manager providing employees with more resources, freedom and decision-making power at work (Bos-Nehles et al., 2017). These resources and autonomy in the workplace are of importance if employees are to engage in IWB (Yuan & Woodman, 2010).

Lastly, supportive connecting, where supervisors are seen as the link between employees and top management (Ahearne et al., 2014). Managers can provide support for IWB by acting as coalition builders for an idea and using their position to create larger sponsorship for an idea, to convince top management regarding the potential of an idea (J. M. Howell & Higgins, 1990b). Ultimately, employees who perceive the support they receive from managers as positive, are more likely to engage in innovative behavior (Ma Prieto & Pilar Pérez-Santana, 2014).

Literature agrees on the fact that management support positively influences employees' innovative behavior and is an important factor when organizations wish to benefit from IWB (Bilton, 2007; Doğru, 2018; Hunter & Cushenbery, 2011). An issue in the relationship between management

support and IWB is how management support is perceived by both managers and employees. Employees might consider the supportive actions by managers as less supportive than managers perceive them to be (Schmalenberg & Kramer, 2009). When the perceptions of managers and employees regarding management support are discrepant, the effectiveness and success of employees' innovative behavior is likely to be affected (Cabrera et al., 2006).

Research in work-life balance practices in organizations found that differences in perception between managers and employees on provided work-life balance practices in the organization resulted in lower usage of these practices by employees (Vidal et al., 2012). Furthermore, Vidal et al (2012) suggested that more research is needed on the consequences of perception differences between managers and employees in other management practices. This understates the importance of studying differences in perceptions of management support and the consequences these differences have on employees' IWB efforts.

Another study on differences in perception focused on perception differences between information system (IS) academics and IS practitioners regarding necessary knowledge to successfully perform their jobs (Lee et al., 2002). Lee et al (2002), found that significant differences in perception existed and that differences in perception should be minimized and ideally eliminated to create a better fit between the academic program and practice. Although this is a different theoretical application of differences in perception, it demonstrates that differences in perception are likely to influence various practices and the success of these practices.

2.3 Management support in innovative work behavior stages.

Jong & den Hartog (2010), propose that IWB is expressed through four stages namely idea exploration, idea generation, idea championing and idea implementation. Considering that management support comes in various forms, this section will investigate literature as to what forms of management support are of importance when considering the goals of the different stages of IWB.

2.3.1 Idea exploration

Jong & den Hartog (2010) proposed that before the actual generation of ideas, another stage is present namely, idea exploration. Whereas previous literature combined the efforts of idea exploration and idea generation into one stage (Kanter, 1988; Scott & Bruce, 1994). Entrepreneurship and creativity studies outline that idea exploration, which is mostly related to opportunity and problem recognition, is distinct from generating ideas and relies on other personal traits, abilities and environmental factors (Basadur, 2004; Shane et al., 2003). Moreover, idea exploration relies on an element of chance, in which the employee can discover the opportunity or problem that requires an innovative response (Jong & Den Hartog, 2010). Even though certain personal traits, abilities, environmental factors and luck are involved in the exploration of ideas, managers do have the ability

to stimulate the initiation of this process (Jong & Den Hartog, 2010). Creativity is an important factor in the recognition of opportunities and performance issues in organizations (West, 2002). Zhou & George (2001) propose that openly supporting creativity as an organization, has a positive effect on actual employee creativity. Furthermore, a work environment characterized by management support also leads to more employee creativity (Madjar, 2005). Literature also shows that employees are more likely to recognize opportunities and performance issues when having more autonomy in their daily work practice (Krause, 2004). A supportive manager is more likely to provide autonomy to their employees to engage in idea exploration and successfully recognize problems and opportunities (Bos-Nehles et al., 2017).

2.3.2 Idea generation

Once employees have been able to recognize an opportunity or issue that requires an innovative response, novel ideas can be generated to capitalize on an opportunity or solve the issue (T. Amabile, 1988; Kanter, 1988). Idea generation is concerned with approaching opportunities and problems from a different angle, utilizing available knowledge to provide novel solutions (Jong & Den Hartog, 2010). A level of employee creativity is also important in the idea generation stage and research showed that supportive managers contributed to creative idea contributions (Frese et al., 1999; West, 2002). Furthermore, management support in the idea generation stage relies on managers sharing available knowledge with employees (Cabrera et al., 2006; Madjar, 2005). This relates to creativity theory, in which knowledge of the field and the ability to take a different perspective are important factors for an individual's creative contributions (T. M. Amabile, 1998). The knowledge gap between managers and employees can be overcome by a supportive manager, providing available knowledge leads to more creative contributions in idea generation (Madjar, 2005).

2.3.3 Idea championing

Championing behavior occurs once an idea has been generated and is concerned with the promotion of the idea (Jong & Den Hartog, 2010). Oftentimes, novel ideas accumulate resistance in an organization due to uncertainty regarding the costs of implementation and resistance to change (Kanter, 1988). The championing of an idea is seen as overcoming this resistance due to finding support from influential individuals within an organization (J. Howell et al., 1998). Idea champions push forward their ideas through enthusiasm and persistence, where they convince others of the potential of the novel idea (Jong & Den Hartog, 2010). These individuals are more successful in convincing others when managers create a supportive climate and act as coalition builders within the organization (J. M. Howell & Higgins, 1990b). Furthermore, managers are more likely to engage in such idea championing activities if employees actively voice their opinions regarding the change to be made (Faupel, 2020). Management support literature proposes that supportive managers allow and foster employees voicing their opinions, which is shown to be important in the IWB process (Shalley

et al., 2004). Moreover, lower-level managers are seen as the link between ideas and top management decision-making in getting the green light to implement the novel idea (Ahearne et al., 2014).

2.3.4 Idea implementation

Once the green light is given to an idea, the last step of the IWB process is the implementation of ideas. This is related to developing the idea into a finished product, introducing it in practice, and testing and modifying the new product, service or process (Kanter, 1988; Perry-Smith & Mannucci, 2017). Literature suggests that without proper management support, large amounts of creative ideas will be discarded before the implementation stage (Škerlavaj et al., 2014). Accordingly, without resources and support, individuals are less likely to engage in IWB and ultimately, fewer novel ideas would be implemented (Yuan & Woodman, 2010). A supportive manager provides employees with the resources and support needed to improve the implementation of novel ideas (Bos-Nehles et al., 2017; Škerlavaj et al., 2014). The communication between lower-level managers and top management, with the aim of getting continuous support from top management for the novel idea, is essential for the effectiveness of the implemented innovative product, process or service (Ahearne et al., 2014; Thong et al., 1996).

2.4 Conceptual Framework

This study will focus on the differences between managers' and employees' perceptions of management support for IWB and how this affects employees' IWB. The conceptual model below outlines that managers' perceptions of management support provided and employees' perceptions of management support received result in differences between managers' and employees' perceptions. In turn, it shows that these differences in perceptions might affect employees' IWB in the different stages of the IWB process as proposed by Jong & den Hartog (2010). Ultimately, this conceptual model outlines the goal of this research, which is exploring differences in perceptions and investigating how this affects employees' IWB efforts.
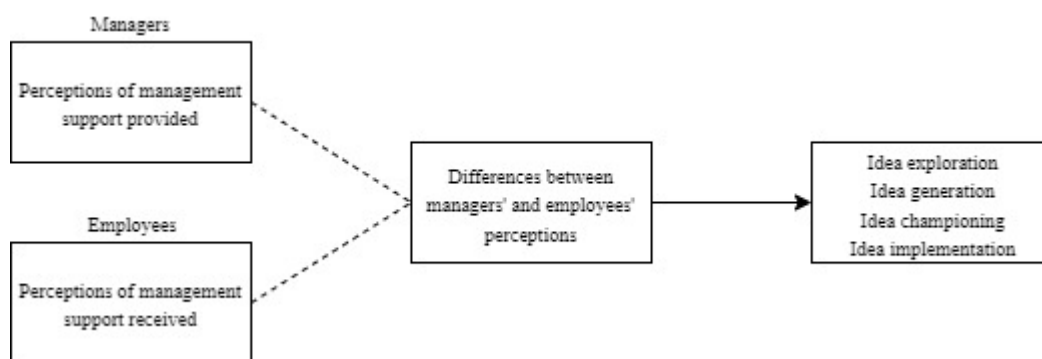

Figure 1: Conceptual framework

3. Methodology

In this section, the method of research will be explained including research strategy, data collection method, ethics, operationalization, method of data analysis and quality of research.

3.1 Research Strategy

This research focuses on the in-depth investigation of employees' perceptions of management support and managers' perceptions of management support for employees' IWB efforts in the elderly care context. The goal is to find the differences between these perceptions and how these differences affect employees' IWB efforts. Employees might consider supportive behavior by managers differently than managers perceived these actions to be (Schmalenberg & Kramer, 2009). To explore these perceptions, find the differences between them and investigate how this affects employees' IWB, a qualitative approach has been adopted for the following reasons.

Firstly, qualitative research allows for a conversation-like setting with subjects, which is useful for obtaining in-depth knowledge and gives participants the possibility to elaborately explain their viewpoints and perceptions (Myers, 2013). To find differences in the perceptions of management support for IWB, it is important to understand the perceptions of individuals. Also, how these perceptions influence their behavior in the IWB process. A qualitative approach has provided managers and employees with the ability to explain and elaborate on their perceptions of management support and how this affects their efforts toward IWB.

Secondly, the perceptions both managers and employees have of management support on IWB are related to the context of the elderly care sector. Moreover, the IWB process is related to the elderly care environment. A qualitative approach was useful in interpreting the meaning given by subjects, within a context-specific environment, such as the elderly care sector (Mik-Meyer & Justesen, 2012).

Thirdly, qualitative research is beneficial for studies that investigate a topic that has little research conducted on that topic. Qualitative research allows for the researcher to explore themes and relationships before these can be quantified (Boeije & Bleijenbergh, 2019). With no research focusing on differences in perceptions between managers and employees, a qualitative approach has been the most appropriate to explore these perceptions, find the differences and scrutinize how these differences affect employees' IWB.

Lastly, the in-depth exploration and interpretation of human experiences, such as perceptions of management support on IWB and how these perceptions relate to and influence the IWB process, has been useful for creating a better understanding of the complex work environment in healthcare (Everest, 2014).

For qualitative research, it is important to determine the epistemology of the research. This enables the researcher to understand how knowledge should be interpreted and understood (Myers,

2013). This research has taken an interpretivist perspective. The interpretivist perspective takes into account that perceptions of phenomena are not objective and bound to the context of the individual (Myers, 2013; Walsh & Downe, 2006). With this research having studied individual perceptions and the differences between them, the interpretivist perspective has contributed in understand and considering that these perceptions are related to individuals' subjectiveness and the elderly care context when coming to a conclusion.

3.2 Data collection method

To collect data on individual perceptions, the differences between them and how this affects IWB, an in-depth investigation of these perceptions has been adopted. All humans have different perspectives and perceptions of phenomena that exist in the world they know (Crotty, 2020). To understand these perspectives and find patterns in individuals' perceptions and behavior, a conversation-like setting allowed this research to explore the deeper meaning behind perceptions and find more in-depth information on how these perceptions affected an individual's behavior (Myers, 2013). Therefore, this research had chosen to utilize semi-structured interviews with the subjects of this research for the following reasons.

Firstly, semi-structured interviews enabled the researcher to inquire about perceptions and behavior, whilst considering the context of the subject (Boeije & Bleijenbergh, 2019). In this research, the perceptions of both managers and employees are related to the elderly care context, as well as the IWB process. Conducting an interview allowed for the researcher to understand that responses are likely to be related to the elderly care context and has assisted the researcher in analyzing the responses.

Secondly, participants were more likely to further explain and clarify their perspectives during these semi-structured interviews (Boeije & Bleijenbergh, 2019). To find the differences between perceptions of managers and employees and the influence these different perceptions have on employees' IWB efforts, the possibility to obtain further information through an interview allowed for a better understanding of these different perceptions and how these different perceptions exerted influence on employees' IWB efforts. This might have uncovered more information than the participants thought at first.

Thirdly, each subject had a different perspective on the topic as all participants' perceptions are not objective (Crotty, 2020; Myers, 2013). Interviewing has been a useful data collection method to find patterns in the different perspectives of participants (Boeije & Bleijenbergh, 2019). In this research, it has been important to consider the differing perspectives of both managers and employees as well as the difference in perspectives of all individuals that participated in this study. This has allowed for a better understanding of the differences in perceptions of both managers and employees

and enabled this research to more comprehensively investigate how these differences affected the IWB process.

Lastly, semi-structured interviews allowed for pre-formulated questions, these questions helped remain consistent across all interviews and allowed for comparability (Myers, 2013). These questions have been adapted considering an individual's position within the organization, in order to have provided adequate responses (Gillham, 2005). Gillham (2005), proposed that when all of the subjects are given the same questions, appropriate amounts of information will be uncovered even when a subject provides inadequate responses.

This research has interviewed three managers within an elderly care organization, as well as three employees for each of the managers. This has resulted in twelve interviews in total. The research has taken place within two elderly care institutions. The three different teams interviewed across the elderly care institutions have provided the possibility to compare different teams operating alongside different managers and this has contributed to the in-depth investigation of how different perceptions affected employees' IWB.

The unit of analysis has been the daily care centers of two elderly care institutions, which are located within northern Limburg, the Netherlands. The reason why these organizations were chosen is that they specialize in complete elderly care such as housing, medical assistance and daily assistance. Furthermore, the accessibility of these organizations were easier for this research, due to the personal connections of the researcher within the organizations.

There have been two interview guides, one for the managers and one for the employees, following the same operationalization, but adapted to fit the position of the interviewee. The semi-structured interviews have provided this research with the consistency to gather appropriate information and compare these interviews to uncover the differences in perceptions and how these perceptions influenced behavior towards IWB efforts. Furthermore, the semi-structured interview allowed for follow-up questions regarding unexpected and interesting information provided by the subjects (Mik-Meyer & Justesen, 2012). Interviewees have also been able to add information during the interview, enabling more in-depth answers and perspectives that might not have been uncovered with a fully structured interview (Myers, 2013). To assist in uncovering the differences in perspectives and how this affects employees' IWB, the interview questions have been guided by a theoretical interest in management support and IWB, whilst also providing participants with the ability to add information regarding forms of management support, their perceptions of different forms of management support for IWB and how it affects IWB efforts.

3.3 Ethics

This research has worked with human subjects, therefore the ethical foundations utilized are important to be discussed. First and foremost, the golden rule of ethics, which means that the researcher has treated all others with regard to how the researcher would wish to be treated, as well as aimed to provide benefit to the organization and people involved in this study (Maylor & Blackmon, 2005). Furthermore, informed consent to participate in the interviews and the ability to stop the interview at any time is a key ethical principle for qualitative research (Payne & Payne, 2004). Therefore, all interviewees have been asked for their participation and given the option to quit their participation at any time. Also, the interviewees had been given the option to remain anonymous within this research, all participants have chosen to remain anonymous. Lastly, all participants have been notified of what this research is about, why it is conducted and what will happen with the results, as a level of honesty and openness is an important ethical principle when conducting qualitative research (Myers, 2013).

3.4 Operationalization

The two variables that have been studied were operationalized namely, IWB and management support. Jong & den Hartog (2010) proposed four dimensions for IWB namely idea exploration, idea generation, idea championing and idea implementation and expressed the most important theoretical indicators for these stages. These can be seen in the operationalization table below. Furthermore, through theoretical examination of management support, three dimensions of management support were found namely supportive work-environment, supportive manager-employee relationship and supportive connecting. The theoretical indicators for these dimensions are also found in the operationalization table below.

Table 1

Operationalization table

Variables	Dimensions	Indicators	Sources
Innovative work behavior	Idea exploration	• Opportunity recognition • Problem recognition	(Jong & Den Hartog, 2010)

	Idea generation	• Use existing knowledge • Look at opportunity/problem from a different angle • Generating the idea	(Jong & Den Hartog, 2010)
	Idea championing	• Express enthusiasm • Confident of idea • Be persistent • Get the right people involved	(J. Howell et al., 1998; Jong & Den Hartog, 2010)
	Idea implementation	• Considerable effort • Result-oriented attitude • Developing idea • Testing and modifying	(Jong & Den Hartog, 2010; Kanter, 1988)
Management support	Supportive work-environment	• Show concern for employees • Positive feedback • Enable voicing of opinion	(Shalley et al., 2004)
	Supportive manager-employee relationship	• Share information and knowledge • Provide resources • Provide autonomy • Provide decision-making power	(Bos-Nehles et al., 2017; Madjar, 2005)
	Supportive connecting	• Coalition building • Guiding ideas between employees and top management	(Ahearne et al., 2014; J. M. Howell & Higgins, 1990b)

3.5 Data analysis

The goal of this research was to find differences in perception between managers and employees regarding management support for IWB and how these differences affect employees' IWB. This entails that patterns were sought within the interviews of both employees and managers to find the differences in these perceptions and how this influenced behavior towards the IWB process.

The analysis method chosen in this research was the reflexive thematic analysis (Braun & Clarke, 2006, 2021; Campbell et al., 2021). Reflexive thematic analysis is an analysis method that focuses on finding patterns and themes in the data set whilst constantly reflecting on these themes to answer the research question (Braun & Clarke, 2019). Reflexive thematic analysis is a flexible research method, where the analysis is not limited to the themes related to theory (Braun & Clarke, 2006). This entails that the interview questions were driven by a theoretical interest, in this case, the theory of IWB and management support, but the actual analysis has been done inductive, where the themes derived from the data (Campbell et al., 2021). This resulted in themes that explain how the differences in perceptions found influence employees' IWB.

Reflexive thematic analysis is designed to explore the most important themes found in the dataset, as interpreted by the researcher (Braun & Clarke, 2006). With the goal of this research in mind, finding the most important differences between managers' and employees' perceptions and how this affects employees' IWB required the interpretation of the researcher as well as flexibility when the dataset deviated from theoretical assumptions. The subjectivity of the researcher, in interpreting the dataset, is not seen as problematic in reflexive thematic analysis. It is seen as a vital part of the analysis process to understand and interpret the data, as well as confining the data into themes (Braun et al., 2019). These themes are subjective to the researchers' interpretation of the importance of the theme, not necessarily to the prevalence in the data (Braun et al., 2019; Campbell et al., 2021). This means that this research provided an interpretation of the most important differences in perceptions and how these differences influenced behavior regarding employees' IWB efforts. Campbell et al. (2021) suggest that in reflexive thematic analysis, the use of both semantic and latent themes is justified. This signifies that the answers are either explicitly stated by the participant, or the underlying meaning is interpreted by the researcher related to theoretical frameworks and concepts (Campbell et al., 2021). This means that in this research, the perceptions of both managers and employees and their statements regarding the influence on IWB efforts were either explicit, or the underlying meaning has been interpreted as being related to the theory on management support and IWB.

For the actual analysis process, six steps have been determined by Braun & Clarke (2006) to remain consistent in the analysis process as well as promote flexibility. The reflexivity of the analysis method allowed the researcher to return to a previous step of the analysis if required (Campbell et al., 2021). In the table below, which is adapted from Campbell et al (2021), the six steps that were

followed during the data analysis are outlined, as well as a description of how it relates to this research and the concrete actions that have been taken during these steps.

Table 2

Steps during the Reflexive Thematic Analysis

Analytic step	Description in relation to this research	Actions
Data familiarization	• Thoroughly examining the data and understanding what managers and employees state • Begin looking for patterns	• Transcribing • Reading the data set multiple times • Taking notes
Generating initial codes	• Find initial codes by looking for differing perceptions of management support and how this influences IWB behavior • Organize the data accordingly	• Label and organize initial codes
Generating initial themes	• Assort the codes into themes that consist of differing perceptions that affected IWB efforts • Identify how these themes relate to IWB stages	• Mapping of the themes • Write down what the theme consists of
Reviewing themes	• Identify patterns in the codes and adapt however necessary • Review the whole data set	• Provide compelling data for a theme • Re-work and redefine themes
Defining and naming themes	• Identify how the different perceptions affected IWB efforts in the different stages • Make sure the data set fits with the story of the themes to answer RQ	• Check the dataset and themes to organize the answer to the RQ
Writing up	• Write a comprehensive answer to the RQ that consists of differing perceptions that affected IWB in different stages and how this affected IWB • Write across themes and compare IWB stages and management support	• Solid argumentation to answer the research question • Do not simply mention the themes, write a compelling story

Adapted from Campbell et al (2021)

3.6 Quality of the research

Firstly, the replicability and believability of the results are improved when writing down a step-by-step approach in the analysis method (Boeije, 2002). Therefore, this research has written down the step-by-step analysis approach that has been taken in this research, as well as a thorough description of all other steps taken. Moreover, the researcher kept a personal diary throughout the research, to track the thought process and choices made during the research. This improved the justification process in the quality of the research, enhanced reliability and allowed the researcher to stay on track with previous choices made (Boeije & Bleijenbergh, 2019). The semi-structured interviews utilized in this research, provided consistency across all interviews which results in higher reliability of the results (Myers, 2013).

The use of triangulation is one of the key steps to preventing bias and increasing the trustworthiness of the research (Golafshani, 2003). In this research, a triangulation of subjects has been utilized. As mentioned in the data collection method, three managers with each three employees respectively were interviewed in this research. This provided a variety of different perspectives and a more comprehensive view, which is the goal of a triangulation of subjects (Creswell & Miller, 2000).

An important notion is that the results of this qualitative research are not generalizable across an entire population, since qualitative research lacks statistical assumptions and operates with far fewer data (Myers, 2013). Nonetheless, qualitative research can uncover interesting patterns that are useful for future research as well as practical application (Myers, 2013). The differences in perception between managers and employees and how this affects employees' IWB are not generalizable across the world. Nevertheless, it provides an interesting insight and patterns as to how managers perceive their support given and how employees perceive the support they receive. Furthermore, how the discrepancy between perceptions of managers and employees influences the ability of employees to display innovative behavior within the organization.

4. Results

In this section, the findings will be presented resulting from the reflexive thematic analysis. These findings were driven by the research question, in which differences between perceptions were sought, as well as how these differences affected employees' IWB across the different stages of IWB. This resulted in two main themes, with each two sub-themes. These sub-themes were chosen to highlight the nuances that exist between the way differences in perceptions of management support affected employees' IWB at different IWB stages.

The two main themes that were found are work-related differences and relationship-related differences. Work-related differences were then divided into the sub-themes of involvement and idea potential. Furthermore, relationship-related differences were divided into personal relationship and communication. Each of these sub-themes indicates specific perceptions of management support related to that sub-theme. These nuances between sub-themes are of importance to explain the exact way differences in perceptions of various types of management support affected employees' IWB. All themes are summarized in figure 2 below.
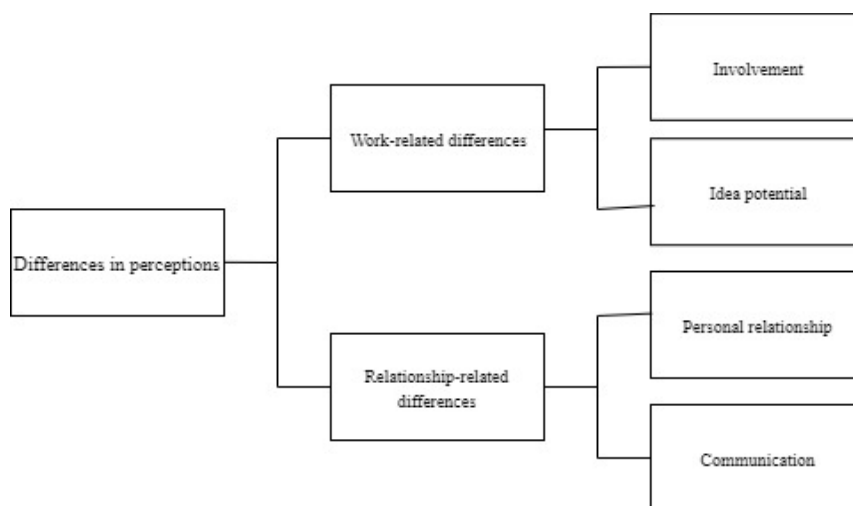
Figure 2: Themes

In the following sections, the findings will be presented according to each main theme and the accompanying sub-themes. The interviews were held between three different teams, from each team one manager and three employees were interviewed. In order to uphold confidentiality as well as a more structured and clear results section, the answers to the interviews are structured according to the three teams, which were named teams A, B and C. Both managers and employees have been given pseudo names starting with the letter from their team name. Within the quotes, it will be specified whether the quote belongs to a manager or an employee.

4.1 Work-related differences

Within the work-related differences, the focus is on management support related to business processes within the organization. First, it is important to note the nuances between the sub-themes involvement and idea potential. The involvement theme is focused on differences in perceptions between managers and employees considering changes made within the organization and taking into account the ideas of employees during these changes. The idea potential theme is focused on differences in perceptions of managers and employees considering management searching for ideas across employees to improve the daily work practice.

4.1.1 Involvement

Within the interviews, employees and management both indicated that changes are evident due to budget cuts and the need for constant improvement in quality of care. What was considered important by managers was to not impose changes on employees and when changes were bound to come, employees should be able to voice their concerns and ideas to make sure changes were accepted and carried out efficiently. This can be seen in the following quotes from manager Annie and Charlotte:

"I did learn that we should not impose our ideas and that it should mostly come from them. Then we will have a conversation and ask them if they have any ideas." (Annie, manager)

"What I'll never do is prescribe how employees should do things." (Charlotte, manager)

These quotes from both Annie and Charlotte show that their perception of employee involvement is to not impose ideas onto the work floor. Indicating that employees' opinions and ideas are valued when changes are happening within the organization.

The employees, however, felt different on this topic compared to the managers. The employees noted that oftentimes changes were imposed from higher up the organizational ladder and seemed disappointed that their ideas on these changes were not taken into account. During the interview with employee Angelica, she pointed out that her role as a dementia expert within the organization led her to believe that recent changes concerning these patients were not beneficial to the quality of care. Angelica felt that with these changes going through, her role as a dementia expert in the organization was no longer useful and decided to lay down this role immediately. The interview with Angelica was calm, however, she became more agitated as she pointed out that within the conversation that followed with Annie, her opinion was not taken seriously and shut down. Angelica

seemed bothered by this and quite angrily explained how the conversation went, which is seen in the following quote:

"It was quite a fairly intense conversation. They did not agree, but that's their right, I did not agree with them, so yeah that's fine I guess." (Angelica, employee)

Furthermore, In the undermentioned quotes can be seen how both Audrey and Angelica indicated that during this process of change, none of the employees were consulted and felt that their ideas were not taken into account. Even though they felt that, as closest to the patients, some changes have a negative impact. Angelica expressed if employees were asked for their ideas, changes might have been made differently, which would have been more beneficial to the patients.

"Annie did listen to our initial wishes, but during this process we were never asked what we thought. It was either this or that." (Audrey, employee)

"The thing that bothers me is that no one from the work floor was consulted. Other choices might have been made if we were. […] On the work floor we all see that some changes are not beneficial to our patients." (Angelica, employee)

Within team C, employees also noted that sometimes, the organization suddenly decides to impose changes. Even though manager Charlotte indicated that she would never impose changes, employees from team C felt that their opinions were hardly considered. Carmen, when asked about the manager consulting for the employees' opinion, shook her head sideways in silence, indicating that this was something that had not happened within their team. Chloe had a more elaborate response. Where she explained quite fiercely that they implemented their ideas successfully and the organization imposed a different way. Chloe felt that the manager could have done more to protect the ideas implemented by the employees from team C.

"I do not feel heard personally, if it just works out on paper they [higher-ups] are satisfied." (Carmen, employee)

"Sometimes we suddenly have to change, because the organization does things differently. Why can't Charlotte stand up for something we thought of, which worked really well?" (Chloe, employee)

4.1.2 Idea potential

The idea potential theme focuses on managers' and employees' perceptions related to the quality and usefulness of ideas generated by employees. Managers Annie and Charlotte both had different views of the potential employees' ideas have. Annie clearly distinguished between different types of employees, where lower-level employees were considered less able to recognize problems and opportunities as well as generate ideas. In comparison, Charlotte was convinced that only the employees that were directly involved in the work practice could come up with the best ideas.

"Nurses do that really well, health care workers are expected to do that, but that doesn't always happen and care-assistant have more trouble with that" (Annie, manager)

"It's not only a feeling, I know for sure it is. Those are craftsmen and only when they work together, the best ideas emerge." (Charlotte, manager)

Both Audrey and Angelica, who are lower-level employees, had different perceptions compared to the managers' view of their abilities to generate quality ideas. Where the manager considered that these employees were less able to come up with ideas that have actual potential, both employees felt that their closeness to the patients enables them to experience problems first hand and come up with quality ideas. This is where the nuance between involvement and idea potential becomes important. Within the involvement theme, employees felt that they were hardly consulted during periods of change and their ideas were left behind. Within the idea potential theme, employees experience that their ability to recognize problems and come up with quality solutions is hardly recognized. Audrey explained during the interview that the manager does not know how their work floor operates and feels that the ideas from these employees bring a lot of opportunities with them. Angelica remained quite agitated, while she pointed out that only when someone in a higher position points out issues and comes up with ideas, they are taken seriously, even though the employees pointed them out earlier. This can be seen in the following quotes:

"They think on paper all is okay, but they have no idea how it works in practice, how the patients are and what a work day looks like. I think there are a lot of opportunities as well as frustration across employees. They think something will work, which eventually won't work." (Audrey, employee)

"Right now they employed a central schedule maker, who plans the shifts. That person has short ties with the manager and has already pointed out a lot of things that won't work. Only then they see what we always have said to them." (Angelica, employee)

Contrary to Annie, manager Charlotte stated quite prideful, that employees directly on the work floor were able to recognize problems and opportunities and come up with the best ideas. However, during the interviews, employees from team C felt that their ability to recognize opportunities and generate ideas was not always appreciated and had a different view compared to Charlotte on this topic. Carmen doubted that the manager supported their ideas. She felt that whenever they wanted to implement ideas and improve the daily work practice, the manager was the one preventing these ideas. Chloe expressed a similar experience, where she indicated that the manager doubted larger ideas of employees and these were therefore not taken into account, which can be seen in the following quotes:

"Well, I feel that the manager is often occupied with preventing things." (Carmen, employee)

"Sometimes they are scared that, when ideas are large, they will bring more problems than improvements. Then they have to consider, do we want to try something new or stick with what we know?" (Chloe, employee)

4.2 Relationship-related differences

Again, within the relationship-related differences there exists a nuance between the two sub-themes. Both personal relationship and communication resulted from the interviews as types of management support where perceptions differed between managers and employees and these different perceptions affected employees' IWB. The personal relationship sub-theme focuses on the perceptions of the personals connection between manager and employees. The communication sub-theme is focused on perceptions of the accessibility of a manager and how managers and employees communicate. These two sub-themes are both related to the perceptions of availability within the relationship between employees and managers, the nuance between the sub-themes exists that the personal relationship theme focuses on an emotional relationship and the communication theme focuses on the more pragmatic relationship between managers and employees.

4.2.1 Personal Relationship

During the interviews, both managers Ben and Charlotte indicated being personally involved with their employees and made this known by stating the importance of caring for employees, especially in a high-demanding job such as the elderly care. Which can be seen in the following quotes:

"You know what's wrong with people working in healthcare, they take little care for themselves. Also there it is important to look for groundbreaking things, keep the balance, remain calm, no one can be on 24/7." (Ben, manager)

"… by having such a conversation with someone, not making things bigger than they are, I think if you give people trust and safety, things will work out themselves." (Charlotte, manager)

Even though both Ben and Charlotte understated that the personal side of a work relationship between a manager and employees is important, employees from team B felt that the relationship they had with manager B was mostly about work. Bob expressed that the manager was purely there to discuss work-related issues such as his contract, which can be seen in the following quote:

"The manager, when you really need him, is mostly to discuss my contract, that's more Ben's responsibility." (Bob, employee)

Both Bryan and Britt elaborated on their views on the personal connection between the employees and Ben. Bryan did not know if the manager was actually needed, but having Ben around more often would improve the active involvement of the team. Britt also explained that team B was likely to be more involved if the manager showed more effort in the personal relationship. Both Bryan and Britt considered the relationship between them and Ben more pragmatic and more on the business side of operating.

"I think, as a manager you would get people more involved if you are around more often, see progression yourself instead of hearing it." (Bryan, employee)

"If, towards such a close team, you can open up as a manager, that does a lot for a team when they need to fall back on that manager […] pick your moments, show your interests, tell stories, have that conversation. That does a lot for the involvedness of a team." (Britt, employee)

Also, the employees from team C indicated that the relationship they had with their manager was more pragmatic, no small talk existed as Charlotte is considered to not be around very often. This resulted in the employees from team C stating that they had no personal connection with Charlotte. Caitlin indicated that the relationship that exists between the employees and the manager is purely business-related and would benefit if the relationship became less pragmatic, which can be seen in the following quote:

"Charlotte comes in sometimes, but this is not for a cup of coffee, purely because she has a meeting. It's mostly business and could be more personal. If so, you would get more feeling with the manager."
(Caitlin, employee)

Moreover, Carmen made clear that within team C, most employees felt that having a conversation with the manager was not something to look forward to. In the following quote from Carmen can be seen how she felt that a more personal relationship with the manager would result in employees being more comfortable with addressing problems to the manager.

"When you have personal issues, if the connection would be better with the manager, you would consider going to the manager sooner with "okay, I have a problem." […] I noticed that other employees also have something like "umpfh", I'd rather not go there." (Carmen, employee)

Charlotte had expressed that she aimed to provide trust and safety to her employees through having personal conversations with her employees. Both Carmen and Caitlin indicated in the quotes above that their relationship was not as personal as Charlotte suggested, but rather purely work-related. Furthermore, Carmen expressed that coming up with creative ideas is part of her daily work, which was something all employees mentioned. The employees all explained that elderly care is a job that requires flexibility and generating creative ideas. Carmen also expressed that she would be more likely to submit these ideas if there would be a more personal connection between the manager and the employees, as can be seen in the following quotes:

"[Would consider submitting more ideas to the manager] If it would become more personal, I feel that right now everything is business. That you keep hearing: "Sorry there is no budget" for an idea. Of course budget is important, but if Charlotte would pull a bit harder, some money is going to be made available."
(Carmen, employee)

4.2.2 Communication

As mentioned before, the communication theme was related to the pragmatic accessibility of the manager within the manager-employee relationship. Within this sub-theme, the findings will be structured according to the teams rather than going from managers to employees as was the case in the previous sub-themes. This is to show the nuance between the teams that exist within the communication sub-theme.

During the interview, Charlotte stated that she was present at least once every three months in meetings with team C. Within these meetings, employees can communicate issues as well as points of

improvement and ideas for these improvements. Furthermore, Charlotte noted that employees are welcome to plan a personal meeting and suggest ideas there, as her office is close by.

"Some teams I join once every month or two months and others every three months, along with that personal meetings are possible if employees have ideas. […] I am always close at the office, so people are welcome to come by." (Charlotte, manager)

Upon conversing with the employees from team C, their perceptions of the presence of Charlotte within these meetings, as well as the accessibility of Charlotte seemed to differ. During the interview with Chloe, she laughed loudly when asked about the role of Charlotte at these meetings and indicated she was hardly ever present at any of these meetings. In the quote below can be seen how Chloe stated that she had never seen Charlotte at these meetings, so explaining her role was difficult. Furthermore, Chloe indicated that she would prefer Charlotte to be present at these meetings.

"I can't answer that, I don't know, she is never at these meetings […] It would be nice if Charlotte would join these meetings as the clients wouldn't be burdened then, yes that would be nice if she could show up there." (Chloe, employee)

Carmen dove a bit deeper into her perceived accessibility of Charlotte. During the interview, as soon as the topic of communication arose, Carmen became frustrated and expressed that she felt her manager was difficult to get ahold of. Where both Caitlin and Chloe seemed to have fewer issues with the communication between them and the manager apart from presence at meetings, Carmen stated more concerns. As can be seen in the quote below, Carmen feels that communicating problems is difficult since responses take a long time and Charlotte's presence at the office is limited.

"I do not feel like my manager is easy to reach when there is a problem […] well, if I try to call or e-mail my manager, it takes a long time to get a response. Then you have to be lucky to catch the manager, as Charlotte is not often present at the office." (Carmen, employee)

Within team B, the presence at meetings of both manager and employees has not been deemed an issue. However, within team B also existed differences in perception of pragmatic accessibility between the manager and employees. Manager Ben indicated that not only recognizing problems and opportunities are of significance, but communicating these is of the essence in order to act on them. Even though Ben shared the importance of communicating, it was also noted that employees sometimes stick to complaining at the coffee machine. With this comment, Ben indicated that employees were not always as successful in communicating their problems, points of improvement and ideas to the manager.

"My story is like this, we all have our own qualities as well as needs and together we see more then one. So, if everyone just shared what they noticed. In some of these cases I even personally guide people in the process of realizing their solution." (Ben, manager)

Ben made clear that communication is important when one wants to act on ideas and possible solutions to problems. However, employees from team B noticed that the pragmatic accessibility of Ben was not on-par with the comments Ben made. Within the interviews, one of the most mentioned topics among the employees of team B was the issues with contacting and getting a response from Ben. All three employees of team B mentioned that important issues were much harder to fix due to the accessibility issues with Ben. This can be seen in the following quotes:

"If personnel wishes to reach Ben it think there should be more clarity and not having to wait three weeks for a response." (Bob, employee)

"That is sometimes really frustrating, when you just want to deal with something which has to be handled and that takes a really long time." (Bryan, employee)

Britt indicated that at some moments they need the manager for urgent business and when the communication comes to a standstill, this affects the employees' ability to successfully communicate their ideas. Britt even mentioned that the possibility to carry out their ideas sometimes vanishes due to the slow responses from Ben.

"It also happens that it just doesn't work out or the idea reaches far later than you had hoped, which makes it almost impossible to execute it to the same extent." (Britt, employee)

Within team A, the perceptions of communication were less related to the presence at meetings or response time from the manager as was with the other teams. During the interviews, it became apparent that within team A, the speed of communication was an issue. First of all, manager Annie noted, regarding communication, that there were issues with signaling across some employees. Annie expressed that some problems and ideas never reached the manager due to a lack of communicative abilities from the employees. This is seen in the following quote:

"Firstly, signaling sometimes doesn't happen, secondly, some employees do not possess the knowledge or skills to do so and some employees just think that things are okay the way they are."
(Annie, manager)

Angelica, however, indicated that the issues regarding communication lie with the manager. She feels that communication happens too quickly and employees hardly get any time to digest the information they have been given. This, according to Angelica, makes communication difficult and can be an issue among employees.

"When a manager operates further away from the team, you have to be very strong in your communication to make issues clear. Managers are much faster in their communication, we first have to think "okay, so how do we want this then." For them, an answers is much easier. […] I see this with a lot of people on the work floor, we do not have the schooling they had so that can be an issue yeah."
(Angelica, employee)

She did not explicitly state how this affected IWB, however looking at the answers of Annie and Angelica as well as the way the manner in which these answers were given during the interviews indicated that the employees' answers and ideas within the communication between Annie and the employees were taken less seriously.

5. Discussion

Within the discussion section, firstly the key findings will be reported in light of the objective of this study as well as an interpretation of the findings. Secondly, the theoretical and practical implications will be discussed. Thirdly, the limitations of the research will be provided and lastly, recommendations for future research and practice will be given.

5.1 Key findings and interpretation

To begin, it is important to reconsider the objective of this research. As mentioned at the beginning of this study, this study aimed to investigate how differences in perceptions of management support between managers and employees affected employees' IWB.

Interestingly enough, the findings do not seem to impact employees' ability to recognize problems and opportunities nor their ability to generate ideas to solve problems and capitalize on opportunities. The findings suggest that the differences in perceptions of management support between managers and employees inhibit employees' abilities to put forward ideas as they were not consulted in periods of change and ideas were not picked up on the work floor, whereas managers stated otherwise. Their willingness to put forward ideas was affected due to a lack of personal relationship, whereas managers pointed out the importance of a personal connection with employees. Also, due to

communication issues, employees were unable to present and execute their ideas, whereas managers stressed the importance of successful communication.

Starting with the first sub-theme, involvement, showed that managers felt that they should not impose ideas on employees and let them provide ideas in times of change. However, employees felt that their ideas concerning these changes were not heard by the manager. Where the managers stated that employees should be involved during changes and their ideas should be incorporated, the employees demonstrated that these views were not put to practice. With the manager being responsible for approving ideas that influence the daily work practice, such as these ideas on changes within the organization, the differences in perception that exist within this sub-theme influence employees' abilities to obtain the green light for their idea. This seems in line with literature which suggests that employees are more successful in idea championing activities if the manager enables them to voice their opinions (Faupel, 2020).

Secondly, within the idea potential sub-theme, one manager indicated that lower-level employees were less able to generate quality ideas due to limited knowledge and skills. However, employees felt that their ideas would improve the daily work practice due to them operating closest to the work floor and their connection with the patients. This difference in perception between the manager and employees resulted in ideas not being picked up from the work floor by the manager and never having the possibility to get the green light. Furthermore, one manager indicated that employees closest to the patients were able to generate the highest quality ideas. The employees, on the other hand, felt that their manager was not supportive of their ideas, prevented their ideas from getting the green light and often deemed them too large. Even though the manager expressed the high potential of ideas generated closest to the work floor, the employees felt that these expressions were not put into practice and their ideas were often prevented from getting the approval they need. This seems in line with literature, which suggests that an individual is more successful in championing the ideas when influential members of the organization are on board with the idea (J. Howell et al., 1998). Also, Howell & Higgins (1990b) suggest that individuals are more successful in championing the idea if the manager acts as a coalition builder within the organization. The differences in perceptions regarding the potential of employees' ideas indicated that managers are difficult to get on board and hardly act as coalition builders, which leads to employees' ideas not getting the green light to be implemented.

In the third sub-theme, personal relationship, the managers understated the importance to show concern for employees and having personal conversations, especially in a high demanding job that is the elderly care. Again, employees did not experience this in practice and explained the relationship between the managers and employees as pragmatic and expressed that private matters were hardly ever discussed. Literature suggests that showing concern for employees positively affects their creativity in the idea exploration and idea generation stages of the IWB process (Shalley et al., 2004; West, 2002). The difference in perception between managers and employees regarding their

personal relationship might suggest that the creativity of the employees is affected. However, the findings express that the need for flexibility and creativity is high in the elderly care sector, due to their work with elderly patients. Coming up with creative ideas has not been mentioned as an issue, but rather something that is done as daily work practice. The findings indicate that the difference in perception between managers and employees regarding the personal relationship makes employees less inclined to submit creative ideas to their manager. With the manager being the person who needs to approve these ideas, the ideas employees generate will never reach that point of approval, which displays that the championing stage of the IWB process is affected.

Lastly, the communication sub-theme, in which perceptions regarding accessibility and communicative abilities differed between managers and employees. In one team, the manager expressed that she visited meetings with the employees often, however the employees stated that they had never seen the manager present at these meetings. In another team the manager indicated that employees sometimes do not communicate ideas and improvements, but rather complain to each other about issues they experienced in the work place. During the interviews, however, the employees felt that the communication was affected because their manager was hard to reach and responses took a very long time, which led to ideas not being able to get presented and executed. Also, within one team there was an issue with the speed of communication. The manager expressed that some employees are simply not able to communicate successfully as they do not possess the abilities to do so. Instead, it was pointed out that during the communication with the manager, employees were hardly given any time to digest the information and formulate their views and ideas. It is important to consider that these issues could simply stem from a lack of communication from the managers due to them being extremely busy, nevertheless, the findings indicate that the root of these problems are is differences in perceptions between managers and employees. Managers were overall positive about their communication and felt that ideas should be communicated better by employees. However, employees expressed how there was a lack of responses, lack of presence in meetings and speed in communication, which made communicating ideas difficult for employees. The managers saw no issues with their communication, which resulted in the differences in perceptions of communication between managers and employees. These differences in perceptions led to employees having difficulties with communicating their ideas to the manager, getting the manager involved in championing and getting the approval to get their idea implemented. This is in line with the literature, which states that getting the right people involved is important in the idea championing stage of IWB (J. Howell et al., 1998).

Ultimately, the findings are in line with the findings of Schmalenberg & Kramer (2009) and Cabrera et al (2006), which suggested that the perceptions of management support differ between managers and employees and these differences affect employees' IWB process.

5.2 Theoretical and practical implications

First, this study provides insights into the relationship between management support and IWB. Within previous literature, the importance of management support for IWB has been discussed (Hunter & Cushenbery, 2011). This study focused on perceptions of management support of both managers and employees, which made it possible to study the differences between them and how these differences affect employees' IWB. What has been found is that the differences in perception between managers and employees on the involvement of employees' ideas in times of change, the potential of employees' ideas, the personal relationship between manager and employees and issues with communication inhibit employees from successfully presenting ideas to the manager and get their ideas approved for implementation. The flexible and creative nature of the elderly care profession, which was expressed during the interviews, allowed employees to successfully perform the first two stages of IWB namely idea exploration and idea generation. Jong & den Hartog (2010), demonstrated that obtaining a manager's approval for an idea to be implemented is the crucial element for the championing stage of IWB. This study therefore provides new insights into the relationship between management support and IWB, by showcasing how differences in perception of management support affect the championing stage of IWB. Previous studies mostly demonstrated that management support is a crucial element when organizations aim to gain benefits from employees' IWB (T. M. Amabile et al., 2004; Bilton, 2007; Doğru, 2018; Hunter & Cushenbery, 2011). Schmalenberg & Kramer (2009) however, indicated that the perceptions associated with management support could differ between managers and employees, and this would affect employees' IWB. This study adds to the literature on IWB by demonstrating that the differences in perceptions affect employees' success in the championing stage of IWB by inhibiting them from successfully presenting ideas to their manager. With management support considered to be an important determinant of successful IWB, these differences in perceptions should be taken into account when determining the actual successfulness of employees' IWB.

Second, previous research has discussed the importance for managers to show genuine concern for employees in order to improve creativity in the idea exploration and idea generation stages (Shalley et al., 2004). However, the results of this study found that the difference in perceptions on the personal relationship, where managers expressed the importance of showing a genuine concern for employees and employees noted that the relationship was purely pragmatic, did not affect the creativity of employees in the idea exploration and idea generation stages of IWB. Rather, it affected their willingness to present creative ideas to their manager in order to get these ideas approved. The flexible and creative nature of the elderly care sector, as expressed by employees, allowed them to form creative ideas to experienced problems and opportunities. This contributes to existing literature, by demonstrating that the difference in perception of the personal relationship between managers and

employees within the elderly care sector affects the championing stage of IWB rather than the idea exploration and idea generation stages of IWB.

These new insights also have practical implications. The challenges governments face, such as improving the quality of care whilst decreasing the costs, have been discussed by previous research (Mostaghel, 2016). In order to deal with these challenges, elderly care institutions are to rethink their processes and innovate (Verleye & Gemmel, 2011). This study demonstrates that the differences between managers' and employees' perceptions affect the championing stage of the IWB process.

Firstly, this study informs managers within the elderly care institutions of the differences that exist between their perceptions and employees' perceptions of the support provided. The discrepancies between these perceptions block the IWB process and prevent employees' ideas from getting approved and being implemented. With IWB considered to be important when improving services within organizations, managers should be aware of the differences in perceptions that exist (Ramamoorthy et al., 2005). The insights provided in this study enable managers to plan action to minimize these differences in perceptions, improve the IWB process and contribute to dealing with the challenges within the elderly care sector.

Secondly, the findings of this study enable elderly care institutions to contribute to and assist managers in minimizing these discrepancies and improving the IWB process. In the end, elderly care institutions are responsible for improving the quality of care and decreasing the costs, contributing to improving management support for IWB will help elderly care institutions in dealing with these challenges. Elderly care institutions could set up management training programs that inform managers of these discrepancies and excite more control in order to improve management support for IWB. As the differences in perceptions affect the championing stage of IWB, elderly care institutions might consider providing other channels in which these creative ideas might be presented, such as an e-mail address or idea-box specifically dedicated to the creative ideas employees generate. The practical implications of this study might also be applicable in other fields of healthcare, that recognize the same roadblocks in the IWB process.

Lastly, the findings of this study inform governments of the differences in perceptions of management support that exist within elderly care institutions and how this inhibits creative ideas from employees from getting approved and implemented. With the current challenges governments face, contributing to the minimization of differences in perceptions within elderly care institutions is likely to contribute to improving the quality of care whilst decreasing the costs. Governments could set up a campaign in cooperation with the municipalities responsible for local elderly care institutions, informing them of the differences in perceptions that exist and forming a plan to minimize them, contributing to facing the challenges.

5.3 Limitations

Having discussed the findings and the implications of this study, this section will highlight the methodological limitations of this study. Due to the time constraints of this study, the sample size remained rather small, where twelve participants were interviewed from three different teams operating in the elderly care sector. Even though the findings gave interesting results, the small sample size should be taken into consideration.

Furthermore, the participants of this study were operating in two different elderly care institutions within the specific region of North Limburg, the Netherlands. This limited diversity of subjects limits the reproducibility of the results, where certain findings might be related to regional constraints.

Also, the structure of the data collection process might have impacted the results of this study, since it was important to interview managers and employees operating together with that manager. When exploring respondents, one manager that had been contacted selected two of the three employees that were later interviewed. This might have led to positively biased answers towards perceptions of management support of employees and might have impacted the dependability of the results.

Nevertheless, this research utilized a step-by-step analysis approach to improve the replicability of this research as well as a triangulation of subjects to improve the trustworthiness of the results. In addition, all ethics measures discussed were adhered to and the data was treated with care to protect the confidentiality of the participants. Despite the limitations, this research produced findings that contribute to the understanding of the relationship between management support and IWB.

5.4 Recommendations for future research

This research produced results that lead to interesting implications for theory and future research should take these implications into account. Also, the limitations provide room for future research to investigate the relationship between different perceptions of management support and IWB further.

Firstly, future research should include larger sample sizes and increase the diversity of the subjects in order to investigate whether similar findings will appear. Considering more specific research directions, future studies could take a more focused view on one type of management support and investigate the root cause of these differences in perceptions. Also, quantitative research is needed on differing perceptions of various types of management support on IWB in order to establish the significance and strength of the effect. Lastly, research is needed in more sectors to establish how the differences in perceptions of management support affect employees' IWB across different sectors, as this research focused on the elderly care sector only.

6. Conclusion

This study aimed to answer the research question: *"How do differences in perceptions of management support between managers and employees affect employees' innovative work behavior in the Dutch elderly care sector?".*

To conclude, the reflexive thematic analysis resulted in four types of management support in which differences in perceptions between managers and employees affected employees' abilities and willingness to engage in the idea championing stage of IWB. These differences in perceptions reduced the abilities and willingness of employees to share ideas with their managers and obtain the approval their idea needs before it can be implemented.

While the sample size remained small and the diversity was low, this study found how the relationship between management support and IWB is affected by differences in perceptions of management support and expressed the importance of this knowledge when considering successful IWB within organizations. The reflexive thematic analysis was particularly useful in uncovering these perceptions when considering the various forms management support can take. The chosen analysis method supported this research in utilizing existing knowledge as a starting point while remaining a certain openness to the specific forms management support can take within an organization.

Based on these conclusions, management within elderly care institutions should consider strategies that would minimize these differences in perceptions and improve employees' IWB when aiming to benefit from employees' innovative actions. To gain better insights into the implications of the results, future research should investigate the influence of differing perceptions between managers and employees more specifically, focusing on one type of management support in which perceptions differed and investigating the root of these issues. Also, a broader investigation is necessary including larger sample sizes, more diversity of subjects and different sectors.

Lastly, the results add to the existing knowledge and support the elderly care sector in dealing with increasing challenges, where the need for innovation is high (Mostaghel, 2016; Verleye & Gemmel, 2011). Furthermore, Schmalenberg & Kramer (2009) indicated that differences in perceptions of management support affected employees' IWB, this research successfully investigated how differing perceptions of management support between managers and employees affected employees' IWB.

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Appendix I – Interview Guideline Manager

The Dutch interview guideline will be followed by the English guideline

Beste [naam van de deelnemer],

Om te beginnen, hartelijk dank dat u tijd heeft vrijgemaakt om deel te nemen aan dit interview.

Mijn naam is Rik van Ophuizen, het onderzoek waar u aan deelneemt is voor mijn masterscriptie Bedrijfskunde, met als specialisatie Innovatie en Ondernemerschap aan de Radboud Universiteit. Dit onderzoek richt zich op het vinden van verschillen in percepties van managementondersteuning tussen managers en werknemers en hoe deze verschillen het innovatieve werkgedrag van werknemers beïnvloeden.

De antwoorden die binnen dit onderzoek gegeven worden, zullen alleen voor wetenschappelijke doeleinden gebruikt worden en u heeft de mogelijkheid anoniem te blijven. Als u tijdens het interview om welke reden dan ook wilt stoppen met uw deelname, laat mij dat dan tijdens het interview weten. Als er tijdens het interview vragen zijn, aarzel dan niet om ze me op elk moment van het interview te stellen.

Heeft u vooraf nog vragen?

Voordat we met het interview beginnen, is het goed als ik dit interview opneem en uw antwoorden transcribeer en gebruik in mijn onderzoek?

[Start opname]

We beginnen het interview met enkele inleidende vragen.

Inleidende vragen:

- Kunt u zich voorstellen?
- Wat is uw rol binnen de ouderenzorginstelling?
- Hoe ziet een typische werkdag eruit?

Nu gaan we verder met de hoofdvragen

- Wordt van uw werknemers verwacht dat zij actief problemen en kansen herkennen in de dagelijkse werkpraktijk?
    - Zo ja, waarom vereist hun job dit?
    - Zo neen, waarom denkt u dat dit zo is?
- Zijn uw werknemers ooit in staat geweest om problemen en kansen te herkennen?
    - Zo ja, wat hebben ze met deze informatie gedaan? Heeft u hun inspanningen erkend? Hoe heeft u gereageerd?
    - Zo neen, hoe komt dat? Is er iets dat hun vermogen om dit te doen zou kunnen veranderen? Waarom?
- Heeft u het gevoel dat het herkennen van problemen en mogelijkheden om de dagelijkse werkpraktijk te verbeteren belangrijk wordt gevonden in hun job? Wordt dit actief door u ondersteund?
    - Zo ja, op welke manier? Wat vindt u van de ondersteuning die u biedt?
    - Indien niet, waarom denkt u dat het niet ondersteund wordt? Zouden er manieren zijn om de ondersteuning op dit vlak te verbeteren?

- Wordt er van uw werknemers verwacht dat ze creatieve manieren gebruiken om problemen op te lossen en kansen te benutten?
    - Zo ja, op welke manier doen ze dit? Waarom vereist hun job dit?
    - Zo neen, waarom denkt u dat dit zo is?
- Hebben uw werknemers ooit ideeën gehad die bedoeld waren om de dagelijkse werkpraktijk te verbeteren?
    - Zo ja, hoe denkt u dat ze tot deze ideeën zijn gekomen? Hoe heeft u op deze ideeën gereageerd? Ondersteunt u hen actief bij het bedenken van ideeën? Op welke manier?
    - Zo neen, waarom waren ze niet in staat om tot deze ideeën te komen? Is er iets dat hun vermogen om dit te doen zou kunnen veranderen?
- Wat gebeurt er als uw medewerkers het werk met een cliënt op een nieuwe manier aanpakken, die buiten het protocol valt?
    - Worden ze daarvoor gestraft of beloond? Waarom?
    - Hoe strikt is het protocol? Wat gebeurt er als een medewerker voorstelt het te veranderen?
- Heeft u wekelijkse/maandelijkse vergaderingen met uw werknemers?
    - Zo ja, hoe zien deze vergaderingen eruit? Waarom houdt u deze vergaderingen?
    - Wat gebeurt er wanneer een werknemer een idee inbrengt tijdens deze vergaderingen? Hoe reageert u wanneer zij dit doen?
    - Zo neen, waarom houdt u deze vergaderingen niet? Is er een gereguleerd moment om ideeën/verbeteringen enz. voor te stellen?

- Wat gebeurt er nadat een werknemer een idee aan u heeft voorgesteld?
    - o Wat hebt u met zijn/haar idee gedaan?
    - o Moeten ideeën langs anderen dan u passeren vooraleer ze kunnen worden uitgevoerd? Hebt u geprobeerd deze mensen erbij te betrekken? Waarom, hoe? Zo niet, bent u in staat om ideeën zelf uit te voeren? Hoe doet u dit?
- Wat heeft uw werknemer gedaan nadat hij/zij een idee aan u had voorgesteld?
    - o Volgde hij/zij zijn/haar suggestie op? Hoe heeft u hierop gereageerd?
    - o Heeft hij/zij met andere mensen over zijn/haar idee gesproken? Hoe hebben deze mensen gereageerd? Heeft hij/zij geprobeerd hen te betrekken bij het verkrijgen van een groen licht voor het idee?
- Heeft u het gevoel dat de ideeën van uw werknemers een aanzienlijke verbetering zouden betekenen voor de dagelijkse werkpraktijk?
    - o Hebt u dit aan uw werknemers kenbaar gemaakt? Hoe? Hoe hebben uw medewerkers gereageerd?

- Wordt van uw werknemers verwacht dat ze actief meewerken aan de ontwikkeling van het idee?
    - o Zo ja, hoe doen ze dat? Welke rol speelt u in het proces? Op welke manier ondersteunt u hen in dit proces?
    - o Zo nee, waarom niet? Zijn er andere mensen die het idee ontwikkelen? Wat is uw rol in dit proces? Waarom zijn uw werknemers niet betrokken bij dit proces?
- Wordt van uw werknemers verwacht dat ze actief betrokken zijn bij het testen en aanpassen van het idee voordat het wordt uitgevoerd?
    - o Zo ja, hoe doen ze dat? Welke rol speelt u in dit proces? Op welke manier ondersteunt u uw werknemers in dit proces?
    - o Zo neen, waarom worden zij niet betrokken in dit proces? Welke rol speelt u in dit proces?

- Zijn er ideeën van uw werknemers geweest die in de dagelijkse werkpraktijk zijn geïmplementeerd? (dit kunnen ook kleine veranderingen etc. zijn)
    - o Zo ja, hoe is dit proces verlopen? Welke rol hebben uw werknemers in dit proces gespeeld? Kunt u uitleggen wat uw werknemers hebben moeten doen om hun idee geïmplementeerd te krijgen? Welke rol speelde u in dit proces? Hoe heeft u hen in dit proces ondersteund?

- o Zo niet, waarom? Wat hebben uw medewerkers gedaan om te proberen het idee te implementeren? Hoe heeft u hen daarbij ondersteund?
- Is het voor uw medewerkers moeilijk om nieuwe ideeën geïmplementeerd te krijgen in de dagelijkse werkpraktijk?
  - o Zo ja, waarom denkt u dat het moeilijk is? Hoeveel moeite kost het uw medewerkers om iets geïmplementeerd te krijgen? Waarom zouden uw medewerkers nieuwe ideeën willen implementeren? Wat doet u om de ideeën van uw medewerkers geïmplementeerd te krijgen?
  - o Zo nee, waarom is het niet moeilijk? Hoe faciliteert u uw medewerkers in dit proces? Worden de ideeën van medewerkers vaak geïmplementeerd? Waarom, hoe?

Dat waren de belangrijkste vragen van het interview. Dank u voor het beantwoorden van deze vragen, is er nog iets dat u zou willen toevoegen? Zijn er nog vragen van uw kant?

Nogmaals, bedankt voor uw deelname aan dit onderzoek. Als u geïnteresseerd bent, kan ik u op de hoogte houden van de voortgang van mijn Master's thesis en u het eindproduct toesturen?

Dear [Name of participant],

To start things of, thank you for making time to participate in this interview.

My name is Rik van Ophuizen, the study you are participating in is for my Master's thesis in Business Administration, with the specialization of Innovation and Entrepreneurship at the Radboud University. This study focusses on finding differences in perceptions of management support between managers and employees and how these differences affect employees' innovative work behavior.

The answers given within this research will be used for scientific purposes only and the participants will be kept anonymous. If, during the interview, you wish to stop participating for any reason, let me know during the interview. If any questions arise during the interview, do not hesitate to ask me at any point in the interview.

Do you have any questions remaining beforehand?

Before we begin the interview, is it okay if I record this interview and use your answers in my research?

[Start recording]

We will start of the interview with some introductory questions.

Introductory questions:

- Could you introduce yourself?
- What is your role within the elderly care institution?
- What does a typical workday look like?

Now we will proceed with the main questions

- Are your employees expected to actively recognize problems and opportunities in daily work practice?
    - If so, why does their job require this?
    - If not, why do you think that is?
- Have your employees ever been able to recognize problems and opportunities?
    - If so, what did they do with this information? Did you recognize their efforts? How did you react?
    - If not, how come? Is there anything that could change their ability to do so? Why?
- Do you feel that recognizing problems and opportunities to improve the daily work practice is considered important in their job? Is it actively supported by you?
    - If so, in what way? How do you feel about the support you provide?
    - If not, why do you think it is not supported? Could there be ways to improve the support towards this?

- Are your employees expected to use creative ways of problem-solving and capitalizing on opportunities?
    - If so, in what way do they do this? Why does their job require this?
    - If not, why do you think that is?
- Have your employees ever had ideas that were intended to improve the daily work practice?
    - If so, how do you think they were able to come to these ideas? How did you react to these ideas? Do you actively support them coming up with ideas? In what way?
    - If not, why weren't they able to come to these ideas? Is their anything that could change their ability to do so?

- What happens your employees approach work with a client in a new way, which is beyond the protocol?
    - Are they punished or rewarded for doing so? Why?
    - How strict is the protocol? What happens when an employee suggests changing it?
- Do you have weekly/monthly meetings with your employees?
    - If so, what do these meetings look like? Why do you have these meetings?
    - What happens when an employee brings in an idea during these meetings? How do you react when they do so?
    - If not, why do you not have these meetings? Is there any regulated moment to suggest ideas/improvements etc.?

- What happens after an employee had suggested an idea to you?
    - What did you do with his/her idea?
    - Do ideas need to pass by others besides you before they can be implemented? Did you try to involve these people? Why? How? If not, are you able to implement ideas yourself? How do you do this?
- What did your employee do after he/she had suggested an idea to you?
    - Did he/she follow up on their suggestion? How did you react to this?
    - Did he/she speak with other people about their idea? How did these people react? Did he/she attempt to involve them in getting a green-light for the idea?
- Do you feel that your employees' ideas would be a significant improvement to the daily work practice?
    - Did you express this to your employees? How? How did your employees react?

- Are your employees expected to be active in developing the idea?
    - If so, how do they do this? What role do you play in the process? In what way do you support them in this process?
    - If not, why not? Are there other people who develop the idea? What is your role in this process? Why are your employees not involved in this process?
- Are your employees expected to be actively involved in testing and modifying the idea before it is implemented?
    - If so, how do they do this? What role do you play in this process? In what way do you support your employees in this process?
    - If not, why are they not involved in this process? What role do you play in this process?

- Have there been ideas of your employees that were implemented in the daily work practices? (this can also be little changes etc.)
    - If so, how did this process go? What role did your employees play in this process? Can you explain what your employees had to do get their idea implemented? What role did you play in this process? How did you support them in this process?
    - If not, why? What did your employees do to try and implement the idea? How did your support them in this?
- Is it difficult for your employees to get new ideas implemented in the daily work practice?
    - If so, why do you think it is difficult? How much effort does it take your employees to get something implemented? Why would your employees want to implement new ideas? What do you do to get your employees' ideas to be implemented?
    - If not, why is it not difficult? How do you facilitate your employees in this process? Are their ideas from employees implemented often? Why? How?

Those were the main questions of the interview. Thank you for answering these questions, is there anything you would like to add? Are there any questions left on your side?

Again, thank you for participating in this study. If you are interested, I could keep you updated on the progress of my Master's thesis and send you the final product?

Appendix II – Interview Guideline Employees

The Dutch interview guideline will be followed by the English guideline

Beste [naam van de deelnemer],

Om te beginnen, hartelijk dank dat u tijd heeft vrijgemaakt om deel te nemen aan dit interview.

Mijn naam is Rik van Ophuizen, het onderzoek waar u aan deelneemt is voor mijn masterscriptie Bedrijfskunde, met als specialisatie Innovatie en Ondernemerschap aan de Radboud Universiteit. Dit onderzoek richt zich op het vinden van verschillen in percepties van managementondersteuning tussen managers en werknemers en hoe deze verschillen het innovatieve werkgedrag van werknemers beïnvloeden.

De antwoorden die binnen dit onderzoek gegeven worden, zullen alleen voor wetenschappelijke doeleinden gebruikt worden en u heeft de mogelijkheid anoniem te blijven. Als u tijdens het interview om welke reden dan ook wilt stoppen met uw deelname, laat mij dat dan tijdens het interview weten. Als er tijdens het interview vragen zijn, aarzel dan niet om ze me op elk moment van het interview te stellen.

Voordat we met het interview beginnen, is het goed als ik dit interview opneem en uw antwoorden gebruik in mijn onderzoek?

[Start opname]
We beginnen het interview met enkele inleidende vragen.

Inleidende vragen:
- Kunt u zich voorstellen?
- Wat is uw rol binnen de ouderenzorginstelling?
- Hoe ziet een typische werkdag eruit?

Nu gaan we verder met de hoofdvragen
- Verwacht uw werk van u dat u actief problemen en kansen herkent in de dagelijkse werkpraktijk?
  - Zo ja, waarom vereist uw werk dit?

- o Zo niet, waarom denkt u dat dit zo is?
- Bent u ooit in staat geweest om problemen en kansen te herkennen?
    - o Zo ja, wat heeft u met deze informatie gedaan? Werd het herkend door uw manager? Hoe reageerde hij/zij?
    - o Indien niet, hoe komt dat? Is er iets dat uw vermogen om dit te doen zou kunnen veranderen? Waarom?
- Heeft u het gevoel dat het herkennen van problemen en kansen om de dagelijkse werkpraktijk te verbeteren belangrijk is in uw job? Wordt het actief ondersteund?
    - o Zo ja, op welke manier? Wat vindt u van de ondersteuning die u krijgt?
    - o Indien niet, waarom denkt u dat het niet ondersteund wordt? Hoe vindt u het dat u hierin niet gesteund wordt?

- Verwacht uw job van u dat u creatieve manieren gebruikt om problemen op te lossen en kansen te benutten?
    - o Zo ja, op welke manier doet u dit? Worden uw acties erkend door uw manager?
    - o Indien niet, waarom denkt u dat dit zo is?
- Hebt u ooit ideeën gehad die bedoeld waren om de dagelijkse werkpraktijk te verbeteren?
    - o Zo ja, hoe bent u tot deze ideeën gekomen? Hoe reageerde uw manager op deze ideeën? Hoe beïnvloedde uw manager uw vermogen om tot deze ideeën te komen?
    - o Indien niet, waarom was u niet in staat om tot deze ideeën te komen? Hoe beïnvloedde uw manager uw vermogen om niet tot ideeën te komen?
- Wat gebeurt er als je het werk met een klant op een nieuwe manier benadert, die buiten het protocol valt?
    - o Wordt u daarvoor gestraft of beloond? Waarom?
    - o Hoe strikt is het protocol? Wat gebeurt er als je voorstelt het te veranderen?
- Hebt u wekelijkse/maandelijkse vergaderingen met uw manager en andere medewerkers?
    - o Zo ja, hoe zien deze vergaderingen eruit?
    - o Wat gebeurt er wanneer u een idee inbrengt tijdens deze vergaderingen? Hoe reageert uw manager wanneer u dat doet?
    - o Indien niet, waarom zijn deze vergaderingen er niet? Is er een gereguleerd moment om ideeën/verbeteringen enz. voor te stellen?

- Wat gebeurt er nadat u een idee hebt voorgesteld aan uw manager?
    - o Wat heeft hij/zij met je idee gedaan?

- - o Moeten ideeën langs anderen dan je manager voordat ze kunnen worden uitgevoerd? Heeft je manager geprobeerd om deze mensen erbij te betrekken? Waarom, hoe?
- Wat deed u nadat u een idee had voorgesteld aan uw manager?
  - o Hebt u gevolg gegeven aan uw suggestie? Hoe heeft uw manager hierop gereageerd?
  - o Hebt u met andere mensen over uw idee gesproken? Hoe reageerden deze mensen? Hebt u geprobeerd hen te betrekken bij het verkrijgen van een groen licht voor het idee?
- Hebt u het gevoel dat uw ideeën een aanzienlijke verbetering zouden betekenen voor de dagelijkse werkpraktijk?
  - o Hebt u dit aan uw manager meegedeeld? Hoe? Hoe heeft uw manager gereageerd?

- Verwacht uw job van u dat u actief meewerkt aan de ontwikkeling van het idee?
  - o Zo ja, hoe doet u dit? Welke rol speelt uw manager in dit proces? Op welke manier ondersteunt uw manager u in dit proces?
  - o Indien niet, waarom niet? Zijn er andere mensen die het idee uitwerken? Wat is de rol van uw manager in dit proces? Waarom bent u niet betrokken bij dit proces?
- Verwacht uw baan dat u actief betrokken bent bij het testen en aanpassen van het idee voordat het wordt uitgevoerd?
  - o Zo ja, hoe doet u dit? Welke rol speelt uw manager in dit proces? Op welke manier ondersteunt uw manager u in dit proces?
  - o Indien niet, waarom bent u niet betrokken in dit proces? Welke rol speelt je manager in dit proces?
- Zijn er ideeën van u geweest die in de dagelijkse werkpraktijk werden geïmplementeerd? (dit kunnen ook kleine veranderingen etc. zijn)
  - o Zo ja, hoe verliep dit proces? Welke rol speelde u in dit proces? Kunt u uitleggen wat u moest doen om uw idee geïmplementeerd te krijgen? Welke rol speelde je manager in dit proces? Hoe heeft uw manager u in dit proces gesteund?
  - o Indien niet, hoe komt dat? Wat heb je gedaan om te proberen het idee te implementeren? Hoe heeft uw manager u hierin gesteund?
- Is het moeilijk om nieuwe ideeën geïmplementeerd te krijgen in de dagelijkse werkpraktijk?
  - o Zo ja, waarom denkt u dat het moeilijk is? Hoeveel moeite kost het om iets geïmplementeerd te krijgen? Waarom zou je nieuwe ideeën willen implementeren? Wat doet uw manager om uw ideeën geïmplementeerd te krijgen?
  - o Indien niet, waarom? Hoe faciliteert uw manager dit proces? Worden er vaak nieuwe ideeën van medewerkers geïmplementeerd? Hoe verloopt dit proces?

Dat waren de belangrijkste vragen van het interview. Dank u voor het beantwoorden van deze vragen, is er nog iets dat u zou willen toevoegen? Zijn er nog vragen van uw kant?

Nogmaals, bedankt voor uw deelname aan dit onderzoek. Als u geïnteresseerd bent, kan ik u op de hoogte houden van de voortgang van mijn Master's thesis en u het eindproduct doorsturen?

Dear [Name of participant],

To start things of, thank you for making time to participate in this interview.

My name is Rik van Ophuizen, the study you are participating in is for my Master's thesis in Business Administration, with the specialization of Innovation and Entrepreneurship at the Radboud University. This study focusses on finding differences in perceptions of management support between managers and employees and how these differences affect employees' innovative work behavior.

The answers given within this research will be used for scientific purposes only and the participants will be kept anonymous. If, during the interview, you wish to stop participating for any reason, let me know during the interview. If any questions arise during the interview, do not hesitate to ask me at any point in the interview.

Do you have any questions remaining beforehand?

Before we begin the interview, is it okay if I record this interview and use your answers in my research?

[Start recording]

We will start of the interview with some introductory questions.

Introductory questions:

- Could you introduce yourself?
- What is your role within the elderly care institution?
- What does a typical workday look like?

Now we will proceed with the main questions

- Does your job expect you to actively recognize problems and opportunities in daily work practice?
  - If so, why does your job require this?
  - If not, why do you think that is?
- Have you ever been able to recognize problems and opportunities?
  - If so, what did you do with this information? Was it recognized by your manager? How did he/she react?
  - If not, how come? Is there anything that could change your ability to do so? Why?
- Do you feel that recognizing problems and opportunities to improve the daily work practice is important in your job? Is it actively supported?
  - If so, in what way? How do you feel about the support you receive?
  - If not, why do you think it is not supported? How do you feel about not being supported in this?

- Does your job expect you to use creative ways of problem-solving and capitalizing on opportunities?
  - If so, in what way do you do this? Are your actions recognized by your manager?
  - If not, why do you think that is?
- Have you ever had ideas that were intended to improve the daily work practice?
  - If so, how were you able to come to these ideas? How did your manager react to these ideas?
  - If not, why weren't you able to come to these ideas? How did your manager influence your ability to not generate ideas?
- What happens when you approach work with a client in a new way, which is beyond the protocol?
  - Are you punished or rewarded for doing so? Why?
  - How strict is the protocol? What happens when you suggest changing it?
- Do you have weekly/monthly meetings with your manager and other employees?
  - If so, what do these meetings look like?
  - What happens when you bring in an idea during these meetings? How does your manager react when you do so?
  - If not, why do you not have these meetings? Is there any regulated moment to suggest ideas/improvements etc.?

- What happens after you had suggested an idea to your manager?
    - What did he/she do with your idea?
    - Do ideas need to pass by others besides your manager before they can be implemented? Did your manager attempt to involve these people? Why? How?
- What did you do after you suggested an idea to your manager?
    - Did you follow up on your suggestion? How did your manager react to this?
    - Did you speak with other people about your idea? How did these people react? Did you attempt to involve them in getting a green-light for the idea?
- Do you feel that your ideas would be a significant improvement to the daily work practice?
    - Did you express this to your manager? How? How did your manager react?

- Does your job expect you to be active in developing the idea?
    - If so, how do you do this? What role does your manager play in the process? In what way does your manager support you in this process?
    - If not, why not? Are there other people who develop the idea? What is the role of your manager in this process? Why are you not involved in this process?
- Does your job expect you to be actively involved in testing and modifying the idea before it is implemented?
    - If so, how do you do this? What role does your manager play in this process? In what way does your manager support you in this process?
    - If not, why are you not involved in this process? What role does your manager play in this process?

- Have there been ideas of yours that were implemented in the daily work practices? (this can also be little changes etc.)
    - If so, how did this process go? What role did you play in this process? Can you explain what you had to do get your idea implemented? What role did your manager play in this process? How did your manager support you in this process?
    - If not, how come? What did you do to try and implement the idea? How did your manager support you in this?
- Is it difficult to get new ideas implemented in the daily work practice?
    - If so, why do you think it is difficult? How much effort does it take to get something implemented? Why would you want to implement new ideas? What does your manager do to get your ideas to be implemented?

- o If not, why? How does your manager facilitate this process? Are there new ideas from employees implemented often? How does this process go?

Those were the main questions of the interview. Thank you for answering these questions, is there anything you would like to add? Are there any questions left on your side?

Again, thank you for participating in this study. If you are interested, I could keep you updated on the progress of my Master's thesis and send you the final product?

Appendix III – Code Scheme

First order concepts	Sub-themes	Main themes
- Managers expressed changes should not be imposed and employees' ideas should be valued , employees felt that their ideas were not heard during these changes.	Involvement	Work-related differences
- Manager felt lower-level employees are not able to produce quality ideas, however employees' felt they could. - Manager expressed the best ideas come from employees, employees felt that manager often prevents their ideas.	Idea potential	
- Managers felt that having a personal relationship with employees and providing them with safety and trust is important, however employees felt that the relationship was purely pragmatic.	Personal relationship	Relationship-related differences
- Manager stated that successful communication was important, employees felt that manager often did not respond. - Manager stated being present at meetings, employees had never seen manager present at these meetings. - Manager felt lower-level employees were less able to successfully communicate, employees felt manager gave them no time to think about a response.	Communication	