

Managing employees with control, commitment or with both: what leads to more affective commitment and proactive work behavior?



2011 - 2012

B.J. (Marloes) van de Maat

Student 0213039

Masterthesis Psychology

Specialization Work and Organization

Graduation committee:

Dr. H. Boer

Prof. dr. P.J.C. Slegers

Acknowledgement

This research project is closing my master Psychology at the University of Twente. I must honestly say that it took me quite some motivation and persistence to combine a fulltime job with my study. My interest for the research topic helped me to accomplish all the stages of research but sometimes it was difficult to persist to the end. The accomplishment of this research project was not possible without the guidance of my supervisor, dr. Piety Runhaar. Piety gave me useful comments regarding the theoretical content of my paper and practical help with the data-analyses. Although Piety could not guide me till the end of the study, dr. Henk Boer took it over and gave me the last guidance to finish this project. Thank to Henk for his thoroughness and pleasant guidance. I also want to thank all the people who participated in this study, by filling in the questionnaires. Special thanks goes to my partner, Ramon. Thank you, for all your patience and support during my master. Without your support, the study and project would be less easy going.

Abstract

The goal of this research paper is to find out how affective commitment and proactive work behavior of employees are affected by different types of organizational characteristics, (human resource) management styles, namely commitment oriented and control oriented, that find their outcomes through HR-practices like leadership, work content and employee participation. Research from Khatri and Budhwar (2002) notes that a commitment-based management approach can create an environment that encourages commitment to organizational objectives and provides opportunities for the exercise of initiative, ingenuity, and self-direction in achieving them. The natural emphasis of control-based management is on monitoring and influencing employee behavior closely via a variety of control mechanisms. These findings lead to the following research question: 'does the combination of commitment and control management lead to more affective commitment and proactive work behavior by employees than the effect of these two management styles separately have on affective commitment and proactive work behavior'? Employees from two different types of organizations, namely Lucky The Feel Good Provider and The Dutch Tax Collectors, filled in a questionnaire with items related to organizational culture, the management policy and HR-practices, which can make use of the commitment approach or the control approach. The independent variables of this research are subdivided in commitment variables, namely: human centered culture, transformational leadership, participation, work enrichment and control variables, namely: control centered culture, transactional leadership and performance appraisal. The expectation is that these variables will influence the dependent variables of this research, namely affective commitment and proactive work behavior. The hypotheses are tested by applying analyses to data collected from 145 employees. The results of the analysis did show that all control and commitment variables have a positive relation with affective commitment and proactive work behavior. The expected interactive effects between the variables was not always supported. We only discovered a positive interactive effect of work enrichment and transformational leadership on affective commitment and proactive work behavior. So, the research question is partly confirmed. Finally, the limitations of the findings and recommendations for future research are discussed.

Key words: *Human Resource Management, (affective) commitment, control, leadership, participation, culture, work enrichment, performance appraisal, proactive work behavior.*

Samenvatting

Het doel van dit onderzoek is om te onderzoeken in hoeverre affectieve betrokkenheid en proactief werkgedrag van medewerkers wordt beïnvloed door karakteristieken van de organisatie en verschillende managementstijlen die enerzijds gericht zijn op het creëren van betrokkenheid en anderzijds controle wil uitoefenen op medewerkers middels inzet van HR tools zoals leiderschap, werkinhoud en medewerkerparticipatie. Onderzoek van Khatri and Budhwar (2002) heeft aangetoond dat een managementbenadering, die is gericht op betrokkenheid, een omgeving kan creëren die medewerkers stimuleert betrokkenheid te tonen jegens organisatiedoelen en voorziet in mogelijkheden tot de uitoefening van initiatief, bekwaamheid en zelfsturing in het bereiken van deze doelen. De natuurlijke nadruk van controle management ligt op het monitoren en beïnvloeden van medewerker gedrag middels diverse controle mechanismes. Deze bevindingen leiden tot de volgende onderzoeksvraag: 'leidt de combinatie van een commitment- en een controle managementstijl tot meer affectieve betrokkenheid en proactief werkgedrag bij medewerkers dan het effect van deze managementstijlen separaat hebben op respectievelijk affectieve betrokkenheid en proactief werkgedrag'? In totaal hebben 145 medewerkers van twee verschillende type organisaties, namelijk, Lucky The Feel Good Provider en de Belastingdienst, een vragenlijst ingevuld die bestond uit items die waren gerelateerd aan organisatiecultuur, managementstijlen en HR tools. De onafhankelijke variabelen van dit onderzoek zijn onder te verdelen in enerzijds 'commitment variabelen', te noemen: mensgerichte organisatiecultuur, transformationeel leiderschap, participatie, werkverrijking en anderzijds 'controle variabelen', te noemen: controlegerichte organisatiecultuur, transactioneel leiderschap en beoordeling. De verwachting is dat deze variabelen de afhankelijke variabelen van het onderzoek zullen beïnvloeden, namelijk affectieve betrokkenheid en proactief werkgedrag van medewerkers. De hypotheses zijn getest door het uitvoeren van regressieanalyse. De resultaten hebben een positieve relatie, tussen een controle- en commitment managementbenadering en affectieve betrokkenheid cq. proactief werkgedrag, bevestigd. De interactie tussen controle en

commitment variabelen op affectieve commitment en proactief werkgedrag is niet voor alle variabelen bevestigd. Enkel een positief, interactief effect van werkverrijking en transformationeel leiderschap op affectieve commitment en proactief werkgedrag is bevestigd. Ten slotte worden in dit onderzoek de beperkingen en de aanbevelingen voor verder onderzoek besproken.

Trefwoorden: *Human Resource Management (HRM), (affectieve) betrokkenheid, controle, leiderschap, participatie, cultuur, werkverrijking, beoordeling, proactief werkgedrag.*

Table of contents

| | |
|---|-----------|
| 1. Introduction | 7 |
| 2. The relation between Human Resource Management and affective commitment and proactive work behavior | 9 |
| 2.1 Human Resource Management (HRM) | 9 |
| 2.2 Affective commitment | 9 |
| 2.3 Proactive work behavior | 11 |
| 2.4 Research model | 13 |
| 3. Theoretical framework | 13 |
| 3.1 Context of Human Resource Management | 13 |
| 3.2 Control- and commitment based management | 14 |
| 4. Characteristics and outcomes of control based management | 14 |
| 4.1 Transactional leadership | 16 |
| 4.2 Performance appraisal | 17 |
| 5. Characteristics and outcomes of commitment based management | 18 |
| 5.1 Transformational leadership | 20 |
| 5.2 Participation in decision making | 21 |
| 5.3 Work enrichment | 22 |
| 6. Participants | 23 |
| 7. Method | 26 |
| 7.1 Procedure | 26 |
| 7.2 Measures | 27 |
| 8. Results | 28 |
| 8.1 Descriptive statistics and correlation analysis | 28 |
| 8.2 Testing hypothesis | 30 |
| 8.2.1 Interaction effect of transactional and transformational leadership | 30 |
| 8.2.2 Interaction effect of transactional leadership and performance appraisal | 31 |
| 8.2.3 Interaction effect of participation and transformational leadership | 32 |
| 8.2.4 Interaction effect of work enrichment and transformational leadership | 33 |
| 9. Conclusion and discussion | 35 |
| Literature | 37 |
| Appendix A: questionnaire | 41 |

Managing employees with control, commitment or with both: what leads to more affective commitment and proactive work behavior?

Comparing and combining the 'commitment management approach' with the 'control management approach' - through the influence of hr-practices - and discovering its effect on affective commitment and proactive work behavior of employees.

1. Introduction

Research from Khatri & Budhwar (2002) notes that a gradual shift from *control management* to *commitment management* is nowadays taking place in a variety of organizations and industries. Commitment and control are two distinct ways in which employee behaviours' and attitudes can be influenced (Arthur, 1994). According to Walton (1985), there can be made a distinction between HR practices that focus upon enhancing employee commitment and HR practices that increase control of the manager over employees and the production process. Although control and commitment management are considered as extremes on a continuum, practise shows that both styles do not act separately but interact with each other and strengthen the effect on employees outcomes.

Control management is used by managers that see employees as incapable of self-regulating their behaviors and cannot be trusted. Consistent with this assumption, the natural emphasis of control-based management is on monitoring employee behavior closely via a variety of control mechanisms. Since the underlying assumption is that people must be made to do what is necessary for the success of the enterprise, attention is directed to an elaborate machinery of direction and control. *Commitment management* increases organizational effectiveness by creating conditions where employees become highly involved in the organization and work hard to accomplish the organizations goals. Commitment approaches aim to increase effectiveness and productivity and rely on conditions that encourage employees to identify with the goals of the organization (Wood & de Menezes, 1998). Kaman (2001) states that high commitment HRM is emphasizing on the benefits of meeting employee needs and enabling workers to have control over their work lives.

Research from Walton (1985) shows that the shift from control to commitment is necessary since we are operating under competitive and dynamic business conditions. It may be clear that the more attention an organization exerts on its internal environment, the greater chance it has for external survival. For example, market success depends on a superior level of performance and employees' motivation, a level that in turn requires the deep commitment, not merely the obedience of employees. This commitment-management approach cannot flourish in a workplace only dominated by the use of control management. Walton (1985) stated that the shift from control management to commitment management has many positive effects on the welfare, commitment, satisfaction and work behavior of employees, by giving them broader responsibilities and to encourage them to contribute. Eliciting worker commitment and providing the environment in which one can flourish, pays according to Walton (1985), tangible dividends for the individual and the organization. Although Walton stated that the commitment management approach has positive outcomes on employees' commitment, the approach is expected to be influenced by organizational characteristics (Johns, 2006), for example culture, and acts through the use of a particular HR-practices that are either control oriented or commitment oriented.

The goal of this paper is to examine how the characteristics of two organizations – one profit organization and the other a non-profit organization - and the combination of a commitment management approach and a control management approach on the construct of leadership, affects the affective commitment and proactive work behavior of employees. The reason that affective commitment and proactive work behavior are chosen to investigate is because of the priority and value employers give to it. As just stated; business is getting nowadays more dynamic and competitive and this requires employees who are affective committed and show proactive work behavior to reach the best organizational results. So, the behavior of the human capital is crucial for business results. The expectation is that both management styles will show a positive relation with affective commitment and proactive work behavior, but the core question is what the effect of the interaction between these (leadership)styles will have on affective commitment and proactive work behavior. As will be further outlined in this paper, the two management styles do not act separate but there is probably some kind of interaction: the one style will reinforce the other.

2. The relation between Human Resource Management and affective commitment and proactive work behavior

2.1 Human Resource Management (HRM)

“Human Resource Management (HRM) is the function within an organization that focuses on recruitment of, management of, and providing direction for the people who work in the organization. HRM can also be performed by line managers” (Heathfield, 2000, Humanresources.about.com). HRM is now expected to add value to the strategic utilization of employees and that employee programs impact the business in measurable ways. Research from Gellatly, Hunter, Currie and Irving (2009) shows that the resource-based view of the firm proposes that an organizations investment in its human capital resources can be a source of sustainable competitive advantage and high performance. The practical implication of this proposal is that firms develop, through their HR tools, internal workforce capabilities that are rare, valuable, inimitable, and non-substitutable, and that allow them to exploit opportunities and/or neutralize environmental threats to a greater extent than their competitors. Important point to note is that HR tools (either control or commitment) affects the outcomes (and success) of the products/services via their impact on employee *behavior*. It has also been suggested that employee behaviours, such as lack of initiative and motivation, low commitment, and dislike for work are more a reflection of the management systems rather than employees’ innate desires or needs (Khatri et al, 2004). So, when HR (in particular leadership) is practiced with a good balance between control and commitment, the effect will be that employees will show more affective commitment and proactive work behavior.

2.2 Affective organizational commitment

Organizational commitment is a psychological state of identifying with an organization (Buchanan, 1974). The employees’ identification with an organization could be regarded as their psychological attachment to the organization (O’Reilly & Chatman, 1986). Ting (2011) stated that in the field of organizational behavior, organizational commitment is an important influential variable on an organization. Steers (1977) suggested that organizational commitment is valued for the following reasons: (1) organizational commitment can predict

employee turnover, (2) employees with high levels of organizational commitment perform better at work, and (3) organizational commitment could be an index to predict organizational efficacy. Mowday, Porter, and Steers (1982) suggested that when there is a positive connection between individuals and their organization (i.e., high level of individual commitment to their organization) it leads to good results for individuals, organizations, and society. The most prevalent approach to organizational commitment in the literature is one in which commitment is considered an *affective* or emotional attachment to the organization such that the strongly committed individual identifies with, is involved in, and enjoys membership in, the organization. This view was taken by Kanter (1968) who described 'cohesion commitment' as 'the attachment of an individual's fund of affectivity and emotion to the group'. Buchanan (1974) conceptualized commitment as a 'partisan, affective attachment to the goals and values of the organization, to one's role in relation to the goals and values and to the organization for its own sake, apart from its purely instrumental worth'. Gould-Williams (2004) notes that earlier research demonstrates a link between Human Resource Management and affective commitment (Arthur 1994; Huselid 1995; Becker and Gerhard 1996). To a large extent, such evidence supports the common sense belief that improving the way people are managed inevitably leads to enhanced affective commitment and efficient work behavior that in turn will lead to positive outcomes like better organizational performance (Truss 2001, p. 1124). Arthur (1994) argues that managers using 'high commitment' HR tools like participation, transformational leadership and work enrichment, are essentially endeavoring to 'develop committed employees who can be trusted to use their discretion to carry out job tasks in ways that are consistent with organizational goals'. Research from Quinn and Rohrbaugh (1983) notes that reaching this organizational commitment does also require some characteristics of the organization, for example, the organizational culture. Quinn and Rohrbaugh distinguish some different types of organizational cultures and their described human centered culture is a crucial element to accomplish commitment within employees. Human centered culture is characterized by the principle that employees are a central part of the organization and the focus lies on developing human capital. In terms of human relations, the flexibility of the organization is high and the orientation on the environment is internal (focused on employees) instead of external oriented. Further, in an organization that has a human centered culture, supervisors

have the opportunity to reach more committed employees through focusing on human relations and the psychological needs of employees. Next to human centered culture there is also an organizational type of culture that is focused on exercising control: the control centered culture. This type of culture is focused on controlling internal processes and has a low flexibility in its structure (tall hierarchy). Although, there are different types of commitment, in this research paper, the interest will go out to the affective organizational commitment. This refers to employees' emotional attachment to, identification with, and involvement in, the organization (Allen & Meyer, 1990). Beside that, organizational culture will also be investigated in the light of human centered culture and control centered culture. One goal is to discover the relation between types of culture, management style and affective commitment and proactive work behavior.

2.3 Proactive work behavior

Proactive behavior involves self initiated, anticipatory action aimed at changing either the situation or oneself. Bindl and Parker (2009) stated examples that include taking charge to improve work methods, proactive problem solving, using personal initiative, making ideas, and proactive feedback seeking.

Pressure for innovation, career models that require greater self direction and the growth of decentralized organizational structures all increase the need for employees to use their initiative and be self-starting (Campbell, 2000; Parker, Williams and Turner, 2006). Such proactive behavior has been shown to lead to positive individual and organizational outcomes. Crant (2000) refers to proactive behavior as “taking initiative in improving current circumstances; it involves challenging the status quo rather than passively adapting present conditions” (p. 436). Earlier work on Human Resource Management, conducted by Walton (1985) and studies by Arthur (1994), MacDuffie (1995), Boselie, Hesselink, Paauwe, Van der Wiele (2001), showed that the ‘commitment’ configuration of HRM is explored in relation to proactive work behavior. Arthur (1994), states that a commitment-oriented HRM should shape desired employee behaviors and attitudes by establishing psychological links between organizational and employee goals. The decentralization of managerial decision making, setting up participation mechanisms and providing the proper training, equitable rewards and openness of information, contribute to a high commitment HRM system. This

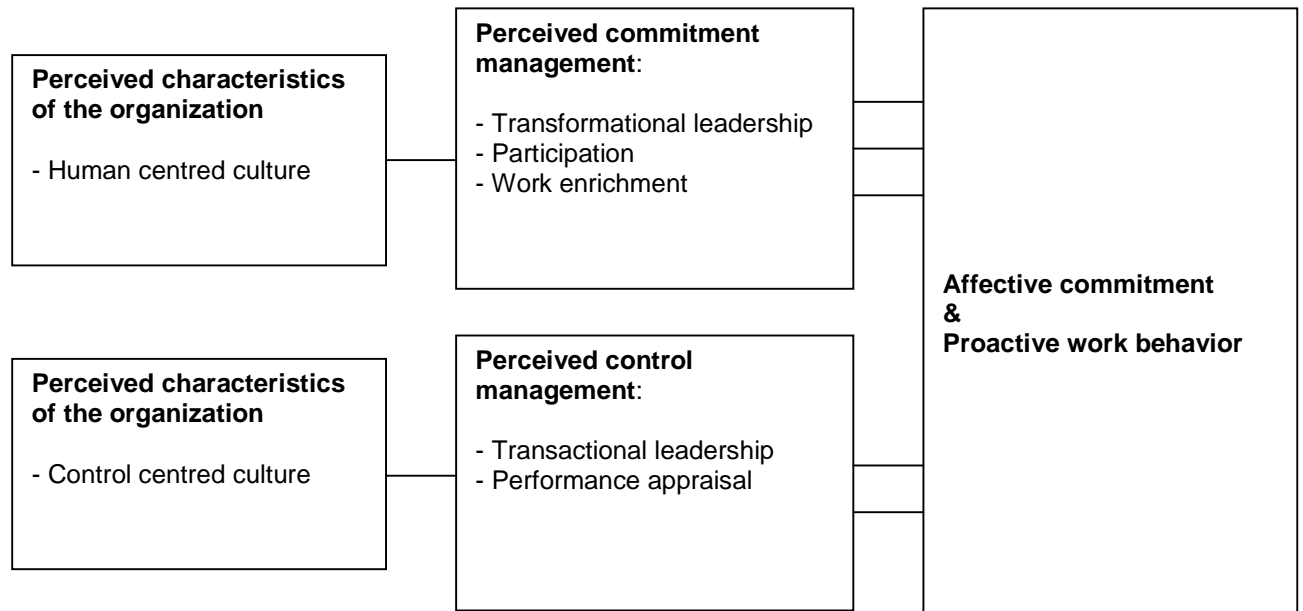
system can lead to employees who are more likely to engage in organizational citizenship behaviors (Organ, 1988) and employees who are committed to their organization (Arthur, 1994). Following Tsui et al. (1997) and Whitener (2001), a social exchange theory (Blau, 1964) framework will be used to explore the relationship between a HRM configuration and proactive work behavior. It is suggested that employees interpret actions within the organizational context such as HRM practices (Wayne, Shore & Liden, 1997) as signals of the personified organizational commitment to them. Employees reciprocate their perceptions accordingly in their own commitment and behavior to the organization.

As considered above, research shows that affective commitment and proactive work behavior are effects of HRM. The social exchange theory can be named as the underlying mechanism of this relation and explains that when an organization puts effort on her employees' they can expect more commitment en proactive work behavior in return and this makes an organization successful. The reason that affective commitment and proactive work behavior are measured in this paper is because we want to explain the relation between these variables (separated) and the two different HRM approaches (commitment and control) and its antecedents (HR-practices), when they are compared on the construct 'leadership'. The interactive effect of transformational- and transactional leadership will be measured and this will properly explain the amount of affective commitment employees' experience and their level of proactive work behavior. It may be clear that high commitment HRM leads to more affective commitment and proactive work behavior, but what is the influence of control based HRM? This research approach and its outcomes can enrich the current research findings about HRM-approaches (and instruments) and its effects on employees' behavior. Now the dependent variables are explained, its time to introduce the research question and model.

Research question:

“Does the combination of commitment and control management – which is shaped by organizational characteristics - lead to more affective commitment and proactive work behavior than the effect of these two management styles separately have on affective commitment and proactive work behavior”?

2.4 Research model



3. Theoretical framework

3.1 Context of Human Resource Management

Within organizations, the overall management approach affects its outcomes via a causal chain in which management policies and organizational characteristics like culture and type of organization, determine human resource management practices and the management style. Johns (2006) argued that the impact of context on organizational behavior is not sufficiently acknowledged by researchers. He defined context as ‘situational opportunities and constraints that affect the occurrence and meaning of organizational behavior as well as functional relationships between variables’ (Johns, 2006 p. 386). Context can serve as a main effect or interact with personal variables such as disposition to affect organizational behavior. The essential point made in the article of Johns (2006) is that context can have both subtle and powerful effects on research results. Rousseau and Fried also admit the influence of context on a organization. They noted that “contextualization entails linking observations to a set of relevant facts, events, or points of view that make possible research and theory that form part of a larger whole” (2001: 1).

This paper will pay attention to the organizational characteristics because they are essential in the way HR management acts. The variable 'organizational culture' will be conducted to the independent variables and will be split up into two different types of culture: control centred culture and human centred culture. Cameron and Quinn (1999) described the control culture and related it to hierarchical organizations who share similarities with the stereotypical large, bureaucratic corporation. They defined control culture as performing internal focus and integration. Organizations where a control culture is leading are characterized by standardization, control, and a well-defined structure for authority and decision making. A human centered culture is focusing on its employees: the employee is standing central in the organization. The organization who has a human centered culture is paying a lot of attention to employee development and procedures and rules are placed on the background. The organization is characterized by innovation and flexibility.

3.2 Control- and commitment based management

According to Walton (1985), there can be made a distinction between those HR practices that focus upon enhancing employee commitment and those practices that increase control of the manager over employees and the production process. These two aspects of HRM practices are considered the extremes on a continuum, where HR practices tend to be either more commitment- or more control-oriented. In the next section, these two forms of HR practices and their effects on employees' behavior will be further described in relation to different types of organizations. It will become clear that a commitment approach is usually linked to a profit organization that is characterized by a flat organizational structure. The control approach is a management outcome that is common in a bureaucratic organization with a tall hierarchy and a non-profit character.

4. Characteristics and outcomes of control based management

Verheul (2003) notes that the distinction between commitment and control can be traced back to McGregor's (1960) Theory X and Y, as well as to the distinction between autocratic versus democratic decision-making (Lewin and Lippitt, 1938), task-oriented versus interpersonal oriented styles (Blake and Mouton, 1964), transactional versus transformational

leadership (Bass et al., 1996). Khatri et al. (2004), assumes that the control-based approach is used by managers that see their employees as incapable of self-regulating their behaviors and cannot be trusted. Consistent with this assumption, the natural emphasis of control-based management is on monitoring employee behavior closely via a variety of control mechanisms. Since the underlying assumption is that people must be made to do what is necessary for the success of the enterprise, attention is directed to an elaborate machinery of direction and control.

Characteristics of a organization with a control-based management are a tall hierarchy; a formal organizational structure; direct supervision; low employee participation and the communication is mostly vertical (top down) (Verheul, 2003, with input from Beer et al. (1984), Arthur (1992) and Boselie (2002)). Tasks are narrowly defined and standardized so that they can be properly monitored. Control-based, bureaucratic models are maladaptive when massive change, environmental dynamism and considerable uncertainty are the norm. Self-regulating capacities of employees, shaped and normalized in large part through the powers of expertise, have become key resources for modern forms of organization; especially in a competitive and dynamic business conditions. Control based management is characterized by a division of work into small, fixed jobs for which individuals can be held accountable, and direct control with managers supervising rather than facilitating employees (Walton, 1985).

Research from Khatri et al., (2004) shows that the control-based approach has several behavioral consequences when it is used without commitment management. For example, the control-based approach can lead to low morale and a climate of mistrust. Employees can establish feelings of helplessness and frustration. Employees not engaged in their work or 'actively disengaged' from it. And finally; employee turnover and absenteeism are high. All these employees' behaviors can lead to consequences in terms of costs that will increase enormously. Its important to note that control management does not only lead to negative behavioral outcomes. An certain amount of control management is essential to structure an organization and her employees. It can definitely lead to some positive outcomes in the light of affective organizational commitment and work behavior but the use of commitment management seems crucial to reach the best effect.

In this paper, control based HR-practices will be linked to a bureaucratic organization and we will see if the employees of this 'control' organization show less affective commitment and proactive work behavior through the application of control management. Bureaucratic practices are those traditional aspects of HRM that firms use to manage human capital systematically by formalizing the ways they manage employees through transactional leadership, defining jobs, establishing expectations and evaluating performance (Kaman, 2001).

For this research, two constructs are chosen to measure control based management: *transactional leadership* and *performance appraisal*. These two constructs will be the independent variables in this research paper on the side of 'control' (in relation to the two dependent variables). The independent commitment variables will first be further outlined before the effects of these variables will be discussed.

4.1 Transactional leadership

Transactional leader behaviors involves an exchange between the leader and follower, such that the leader provides rewards in return for the subordinates effort. According to Bass (1985), there are two main forms of transactional leadership behavior. One is contingent reward behavior, which is analogous to positive supervisory feedback and the other form of transactional leadership is called "management by exception" and contingent punishment by others. This behavior consists of a variety of forms of negative feedback (e.g., correction, criticism, and/or other forms of punishment), administered by the manager contingent on poor performance. According to Connelly and Ruark (2010), transactional leaders provide stable, risk-averse leadership in exchange for follower effort and performance. Leaders ascribing to this approach focus on the effective and efficient exchange of information intended to: a) clarify objectives and expectations, and b) identify contingencies in the form of rewards and punishments for when followers meet or fail to meet those objectives. In essence, this kind of exchange forms the basis for leader-follower interactions and relationships.

Transactional leadership may create an environment in which the subordinate defines his or her relationship with the organization as an economic exchange where emphasis is on providing rewards in exchange for meeting agreed-upon objectives. Bass (1985) clearly

identifies transactional leadership as being based on material or economic exchange and transformational leadership as being based on social exchange. Summarized, leadership can find its implementation in a 'control' or 'commitment' manner. These two approaches have their influence on the work behavior and amount of commitment of employees by influencing work behavior. As noted earlier, these two leadership styles do properly not act separately but control and commitment management are two extremes on a continuum that will show a interactive effect to reach the best employees' outcomes. This interactive effect of the leadership styles will be further outlined, later on in this research paper. Now, the first hypothesis will be outlined on basis of the just mentioned findings.

H1a There is a positive relation between transactional leadership and affective commitment

H1b There is a positive relation between transactional leadership and proactive work behavior

H2a There is a positive interactive effect of transactional leadership and transformational leadership on affective commitment

H2b There is a positive interactive effect of transactional leadership and transformational leadership on proactive work behavior

4.2 Performance appraisal

Performance appraisal is a formal organisational mechanism for controlling the performance of work tasks on a rational, subjective and continuous basis, and is according to Bevan and Thompson (1991): a) the yearly or half-yearly setting of individual performance targets relating to the operating units' target within the overall organization; b) formal review of progress towards these targets, and/or the identification of training needs; c) the creation of a shared vision of the organizations objectives, occasionally through a mission statement communicated to all employees.

Performance appraisal has its roots in a classical theory of organizations with strong notions of power and control through management. For managers performance appraisal is seen to provide the information to direct and control employees in white-collar work where there are fewer physical performance outcomes. McGregor (1960:75) argued that: "appraisal programs were designed to provide more systematic control of the behavior of subordinates". Although performance appraisal is a form of providing control over

employees, the behavioural effect of it depends on the outcome of the performance appraisal. If a supervisor gives an employee a poor score on her appraisal, the employee may feel a loss of motivation and commitment in the workplace. Consequently, this can impact the employees' productivity and performance. Employees who receive good scores on their appraisals are generally motivated to perform well and maintain their productivity. Positive feedback on appraisals gives employees a feeling of worth and value, especially when accompanied by a raise (Bartolomei, 2004). Although, we want to investigate the interactive effect between control and commitment variables, performance appraisal cannot be combined with one of the 'commitment management variables': transformational leadership, participation or job enrichment, because literature does not explain an underlying mechanism between this variables in terms of affective commitment or proactive work behavior. An alternative is to research the interactive effect between performance appraisal and transactional leadership (the 'control management variables') and to see what this combination will have on affective commitment and proactive work behavior.

H3a There is a positive relation between performance appraisal and affective commitment

H3b There is a positive relation between performance appraisal and proactive work behavior

H4a There is a positive interactive effect of transactional leadership and performance appraisal on affective commitment

H4b There is a positive interactive effect of transactional leadership and performance appraisal on proactive work behavior

5. Commitment based Human Resource Management

When strategic HRM is implemented in a progressive way, the organization is using HR-practices according to the commitment based approach. Arthur (1994), suggests that human resource practices affect organizational outcomes by shaping employee behaviors and attitudes. More specifically, systems of "high commitment" human resource practices increase organizational effectiveness by creating conditions where employees become highly involved in the organization and work hard to accomplish the organizations goals. Commitment approaches aim to increase effectiveness and productivity and rely on conditions that encourage employees to identify with the goals of the organization and work hard to accomplish those goals (Wood & de Menezes, 1998). Kaman (2001) states that high

commitment HRM is emphasizing on the benefits of meeting employee needs and enabling workers to have control over their work lives. Many firms recognize the need to provide the information, flexibility and voice that employees require to contribute to organizational success. Kaman (2001) refers to Baron and Kreps (1999) who describe high commitment HRM as "an ensemble of HR practices that aim at getting more from workers by giving more to them".

Organizations who have a commitment basis management style are characterised by a flat structure and employees are working interdependent, with extensive information sharing, clear communication and there is room for participation in decision making. Managers perform leadership on an transformational manner and employees have the opportunity to work outside the boundaries of the work (work enrichment). Commitment HRM systems also emphasize employee development and trust. The HRM systems are bundles of coherent HR-practices, characterizing the strategic HRM approach. Commitment-based management does not mean that there is no control used in the organization. Control in a commitment-based approach is achieved through creating commitment in employees toward organizational goals and objectives. Research from Khatri (2002) notes that the commitment-based approach has several behavioral consequences for employees. For example, employees take more initiative and seek more responsibility. They are more actively engaged and committed to their work and they have a high morale toward the organization. Employees who are involved in a commitment-based approach are also more energized, motivated and they are more willing to cooperate and to trust each other. The utilization of human capacity is high (in terms of knowledge and emotional energy). Finally, employees take pride in the organization and its mission: they go beyond the call of duty. Research from Walton (1985) showed that there are several 'commitment' variables that have positive effects on the affective commitment and work behavior of employees.

For this research, three constructs are chosen to measure the relationship with affective commitment and proactive work behavior: *transformational leadership*, *participation in decision making* and *work enrichment*. These three constructs will be the independent variables in this research paper on the side of 'commitment' (in relation to the two dependent variables). The independent commitment variables will first be further outlined before the effects of these variables will be discussed.

5.1 *Transformational leadership*

Walton (1985) developed the commitment model for supervisors, which requires that first line supervisors must facilitate employees rather than direct the workforce. Supervisors must help employees to develop the ability to manage themselves. According to the commitment model of Walton (1985) is the role of *transformational leadership*, a key component of commitment-based management, very crucial for organizations. A leader must be able to create a compelling vision that motivates employees and communicates the need for change. They must create an environment of psychological safety that fosters open reporting, active listening, and frequent sharing of insights and concerns and they must see the importance of empowering and supporting team learning throughout the organization. The application of the commitment-based management approach requires skilful managers who have good leadership skills and understand human behavior. Transformational and inspirational leaders are '*socially adept*' and '*daring and change seeking*'. Walton (1985) discovered a highly significant positive relationship exists between a *socially skillful, daring, and change-seeking* leadership style and the motivation of employees.

Nowadays, it is very important that managers are not only selected on their technical competence, but their managerial and interpersonal competences are crucial as well. Research from Meyers and Kassing (1998) notes that when employees engage in conversations with supervisors that are perceived as supportive and organizationally competent, they think and act more favourably towards their organizations (with the social exchange theory as underlying mechanism). Positive supervisor-subordinate interactions have been associated with increased commitment on the part of employees, which in turn lead to better performances. As noted earlier, transformational leadership and transactional leadership are two management styles that do not act separately. Control and commitment management are two extremes on a continuum that will show some kind of interaction to reach the best employees' outcomes. The next hypothesis will investigate the assumed positive relationship between transformational leadership and affective commitment and proactive work behavior. Hypothesis 2 a and b already refers to the interactive effect of leadership styles on affective commitment and proactive work behavior.

H5a There is a positive relation between transformational leadership and affective commitment

H5b There is a positive relation between transformational leadership and proactive work behavior

5.2 Participation in decision making

Walton (1985) states that employee participation or empowerment can be defined as the process of involving employees in some or many aspects of decision making that had been reserved for management. By decentralizing managerial decision making and setting up formal participation mechanisms, a commitment-based system can lead to a highly motivated and an empowered workforce whose goals are closely aligned with those of management.

Farndale, Ruiten, Kelliher and Hope-Hailey (2011) investigated the influence of ‘employees’ voice’ on organizational commitment and the willingness of employees to change. The roots of employee voice lies in influence being shared among individuals who are hierarchically unequal. In essence, voice relates to employees’ ability to influence the outcome of organizational decisions by having the opportunity to advance their ideas and have them considered. Employee voice in an organization can be examined in several ways: the existence of mechanisms to facilitate employee voice, a climate that encourages employees to put forward their ideas and opinions and the extent to which influence is associated with voice, that is, whether employee ideas and opinions really affect the outcome of decisions. Opportunities for employee voice may be implemented at different levels in the workplace, for example, at the organizational level (employee surveys), between the employee and his or her immediate line manager or at the workgroup level. The perception of voice can explain the amount of influence that an employee is experiencing and this self-perception can explain the commitment level and (proactive) work-behavior of an employee, because perceptions can explain behavior.

Although, we want to investigate the interactive effect between control and commitment variables, participation cannot be combined with one of the ‘control management variables’: transactional leadership or performance appraisal, because literature does not explain an underlying mechanism between this variables in terms of affective commitment or proactive work behavior. An alternative is to research the interactive effect

between participation and transformational leadership (the 'commitment management variables') on affective commitment and proactive work behavior.

H6a There is a positive relation between participation and affective commitment

H6b There is a positive relation between participation and proactive work behavior

H7a There is a positive interactive effect of participation and transformational leadership on affective commitment

H7b There is a positive interactive effect of participation and transformational leadership on proactive work behavior

5.3 Work enrichment

Work enrichment is concerned with the design of jobs, so that employees have high levels of discretion and decision-making powers (Wood and Wall, 2007). This can be achieved through the design of individual jobs so that they conform to the characteristics that Hackman and Oldham (1976) specify in their Job Characteristics Model (1976), in which autonomy is a key feature, or through the formation of teams that have considerable autonomy. The job characteristic model is based on the definition of five core job dimensions: (1) skill variety, (2) task identity, (3) task significance, (4) autonomy, and (5) feedback; which if perceived in the job are suggested to have a positive effect on a workers attitude and behavior. The theories underlying either mode of enrichment emphasize the role that it can play in increasing work motivation and job satisfaction, and how this can in turn enhance individual and collective performance. The importance of intrinsic motivation thus underlies the concept of work enrichment. Enriching a job is proposed to increase positive work outcomes (i.e. performance, satisfaction, motivation) and decrease negative work outcomes (i.e. absenteeism, turnover, stress).

An enriched job will give the employee more responsibilities in work and space for individual or team input. The employee will experience more trust and appreciation from the management and this feeling/perception will influence the employees' behavior in a positive manner by leading to a greater extent of affective commitment and proactive work behavior. Wood and Wall (2007) noted that the theories underlying either mode of enrichment emphasize the role that it can play in increasing work motivation and job satisfaction, and

how this can in turn enhance individual and collective performance. The importance of intrinsic motivation thus underlies the concept of work enrichment. This approach allows employees to take on more responsibility. Research from Bauer (2011) finds that companies using job enrichment may experience positive outcomes, such as reduced turnover, increased productivity, and reduced absences. This may be because employees who have the authority and responsibility over their work can be more efficient, eliminate unnecessary tasks, take shortcuts, and increase their overall performance. This theory leads to the following hypothesis:

H8a There is a positive relation between work enrichment and affective commitment

H8b There is a positive relation between work enrichment and proactive work behavior

Also work enrichment cannot be combined with any control management variable, so it will also be combined with transformational leadership. This leads to the following hypothesis:

H9a There is a positive interactive effect of work enrichment and transformational leadership on affective commitment

H9b There is a positive interactive effect of work enrichment and transformational leadership on proactive work behavior

6. Participating organizations

In this chapter, the two organizations who participated in this research, will be further described on their characteristics. It will become clear that both organizations are very different. For example, their environments, their services and costumers are extremes on a continuum.

Lucky The Feel Good Provider

Lucky The Feel Good Provider is an organization (in the hospitality branch) who organizes indoor and outdoor events for the entertainment and catering industry. The organization exists for about 37 years and it is a real family business (from father to son). Trough the years, Lucky has developed its business rapidly by innovation and by entering new markets (outdoor events, business events) and offering new products to her customers. This innovative business strategy makes Lucky a leading competitor in her environment.

The overall climate within Lucky is very informal and employees work together (and for each other) to accomplish what needs to be done. The company believes in empowering their employees with information so that they are more able to act like owners and take responsibility to make decisions. The management gives the employees the freedom to do what they like to do, in order to meet the goals and expectations. The organizational structure is informal and flat (minimum status differentials). The organizational communication is extensive and takes place in all directions: horizontal and vertical. It stresses cooperation and employee involvement. Lucky invests in hiring, training, and developing of employees and builds mutual commitment with its employees. In total, 120 employees work for Lucky. The relation between the management and the employees is intensive. An employee is not a so called 'number' but it has its own voice and participation within the organization. The employees can participate in decision making and have influence on the way, work is designed and performed. The environment of Lucky is at the moment very turbulent. The economic crisis of the last years had its impact on the hospitality industry. Lots of organization in this branch of business lost their market value and even bankrupted. Nowadays, a business in an uncertain environment should maintain a flexible organizational structure to adequately adapt to changing market circumstances. This flexibility is more likely to be feasible when a business focuses on commitment in the structuring of HRM practices than when the focus is on control. Further, commitment is a very important goal of HRM in this service/profit sector because committed employees are important for customer loyalty and satisfaction. In service firms the relationship between customers and employees is the key to the production process. The organizational culture can be described as a human-centred culture. Mutual commitment is an important factor for the employees and there is much space for individual development. The business culture is also a very dynamic culture with opportunities for innovation and individual initiatives. The culture can handle the turbulent and continuous changing environment and it is focusing on achieving goals by the use of competition.

Dutch tax collectors' office (Belastingdienst Oost-Nederland)

The more than 30,000 staff members of the Dutch Tax and Customs Administration (Belastingdienst) are responsible for a wide range of activities, but are best known for

levying and collecting taxes and national insurance contributions. Each year, the Tax and Customs Administration processes the tax returns of 6 million private individuals and 1.1 million entrepreneurs. The Tax and Customs Administration not only collects, but also pays out. For example, the Tax and Customs Administration pays out provisional refunds and benefits that are available to households towards the costs of childcare, rent or health care. Other important work processes include fraud detection and the supervision of the import, export and transit of goods. The Belastingdienst is a formal (non-profit, government) organization who is established for the explicit purpose of achieving a certain goal: the levying and collecting of taxes and contributions. The organization possesses clear lines of authority and control by which communication occurs within a formal status structure. The roles in this bureaucratic organization can be seen as specific, effectively neutral and collectivity orientated. Although, this role pattern can be a very efficient mode, its outcome knows criticism from psychologists because of its alleged failure to take account of 'human needs', and its simplistic view that motivation is implicit within the approach. Its high control HRM system focuses on reduction of direct labor costs, or improving efficiency by enforcing employee compliance with specified rules and procedures. The organization can be described as being insular, bureaucratic and rigid and less business-oriented, responsive, proactive, strategic and flexible. This is also characterized by employees' having low autonomy and narrowed jobs. The organization has a tall structure; uses top-down communication and centralized decision-making. Briefly worded; they make use of the control management approach. Control approaches aim to increase efficiency and reduce direct labor costs and rely on strict work rules and procedures and base rewards on outputs (Arthur, 1994). Rules, sanctions, rewards and monitoring, regulate employee behavior (Wood & de Menezes, 1998). The total sample size is 145 employees, 89 males and 56 females, ranging in age from 17-62 years.

7. Method

7.1 Participants & procedure

The data for the present study, who was collected from Lucky The Feel Good Provider came from 75 employees. All these employees received the questionnaire after there yearly job evaluation conversation and all the employees completed the questionnaire (response rate of 100%). Their participation was voluntary and they were provided complete anonymity. The questionnaire was filled in with paper and pencil. The employees had the opportunity to ask for clarification when particular questions where unclear. The age of the respondents varies a little; for example, 89% of the employees are in the category of 16 to 25 years, 56% were male and respectively 44% female. More than half of the respondents have a “HBO” level education (54%). The average organizational tenure of the employees falls in the category of 1 to 5 years (68%). Almost all the employees have an operational position within the organization (87%).

The data, who was collected from the Dutch tax collectors office came from 70 employees. A probability sample was conducted and in total 180 employees received an e-mail from the HR-manager with the request to participate in the (online) research. The HR-manager assured the participants that their responses remained confidential and would be used only for research purposes. Across the selected employees, 70 employees’ completed the questionnaire, leading to a response rate of 39%. The most respondents have a age older than 46 years. 44% of the employees are in the category of 46 to 55 years, 59% were male and respectively 41% female. Less than half of the respondents have a “HBO” level education (54%) and the other employees have a “MBO” level education. The average organizational tenure of the employees falls in the category more than 10 years (88%). Finally, almost all the employees, who have filled in the questionnaire, have an administrative or professional function within the organization (98%). Just a few managers participated in the survey. Finally, this method section will be ended by giving a description of the Dutch tax collectors’ office and her organizational features and context.

7.2 Measures

For the analysis of the different variables, a questionnaire is used (see Appendix A). This questionnaire consists of a number of scales that are described in detail below. The scales are translated from English into Dutch and all the items of the scales were measured on a five-point Likert scale.

Perceived human centered culture. Perceived human culture was measured by a subscale of the Organizational Culture Assessment Instrument (OCAI) from Cameron and Quinn (1999). In total, 5 items were used to measure perceived human centered culture. A sample item was "the organization has a strong personal character; it looks like one big family" ($\alpha = .86$).

Perceived control centered culture. Perceived control centered culture was also measured by a subscale of the Organizational Culture Assessment Instrument (OCAI) from Cameron and Quinn (1999). In total, 5 items were used to measure perceived control centered culture. A sample item was "My organization has a formal character and formal procedures are prescribing employees' behavior" ($\alpha = .81$).

Transformational leadership. Transformational leadership was also measured with a subscale of the CLIO: a questionnaire for measuring leadership. In total, 5 items were used from the CLIO to measure transformational leadership. A sample item was "my supervisor talks with employees about what's important for them" ($\alpha = .80$).

Participation. Participation was measured by a scale named, the "High involvement work practices", who was developed by Guthrie (2001). In total, 6 items were used from their scale to measure participation. A sample item was "I have influence about what happens on my job" ($\alpha = .80$).

Work enrichment. Work enrichment is measured by a scale of Hackman and Oldham (1976). Hackman and Oldham proposed five "core" dimensions for evaluating the immediate work environment constituting the Job Diagnostic Survey (JDS). The JDS consist of five dimensions, namely skill variety, task identity, task significance, autonomy and feedback. In total, 8 items were used from the scale to measure work enrichment. A sample item was "my job provides a lot of variety" ($\alpha = .81$).

Transactional leadership. Transactional leadership was measured by using 5 items of a subscale of the Dutch version of the CLIO: a scale for measuring leadership. The CLIO can be used to measure charismatic and empowering leadership but also to measure autocratic, transactional and passive leadership. The CLIO is developed by De Hoogh, Den Hartog and Koopman (2004). A sample item measuring transactional leadership was “my supervisor pays a lot of attention on clear appointments and fair rewards” ($\alpha = .84$).

Performance appraisal. Performance appraisal was measured by a scale from Keeping and Levy (2000) named, “performance appraisal reactions: measurement, modeling, and method bias”. In total, 3 items were used from this scale to measure how employees, performance appraisal experience. A sample item was “the appraisal helped me to get a better understanding of my mistakes” ($\alpha = .87$).

Affective commitment. Affective commitment of the employees was measured by the scale ‘Organization Commitment Questionnaire’ (OCQ) from Mowday & Steers (1979). In total, 5 items were used from both surveys to measure affective commitment. A sample item was “this organizations means a lot to me” ($\alpha = .83$).

Proactive work behavior: proactive work behavior is measured by a scale from Bateman and Crant (1993), “The proactive personality scale (PPS)”. In total, 6 items were used to measure this construct. A sample item was “I handle problems on a active manner” ($\alpha=.86$).

Background variables. The questionnaire measures different background variables that can have a potential influence on the independent and dependent variables. The background variables are: gender, age, educational background, position of the employee within the organization and the years of tenure.

8. Results

8.1 Descriptive statistics and correlation analysis

Table 1 presents the means and standard deviations of all variables, divided in the two groups of participants: non profit (Dutch tax collectors) and profit (Lucky The Feel Good Provider).

Table 1: descriptive statistics

| | Profit x / sd | Non-profit x / sd |
|------------------------------------|--------------------------|------------------------------|
| Perceived human centered culture | 3,9 (.52) | 2,8 (.74) |
| Perceived control centered culture | 3,4 (.62) | 3,0 (.57) |
| Transformational leadership | 3,7 (.49) | 3,3 (.67) |
| Participation | 3,6 (.61) | 3,5 (.68) |
| Work enrichment | 3,7 (.46) | 3,3 (.64) |
| Transactional leadership | 4,0 (.52) | 3,7 (.60) |
| Performance appraisal | 3,4 (.75) | 2,7 (.81) |
| Affective commitment | 3,9 (.51) | 3,1 (.67) |
| Proactive work behavior | 4,0 (.46) | 3,6 (.62) |

The results of table 1 confirms the expectation that the participants of the profit organisation judge the control and commitment constructs higher than the participants of the non-profit organisation. To see if this difference is significant, a t-test for two independent samples is performed. The t-test shows the outcome that only the construct 'participation' does not have a significant differences between the answers of the two participating groups (profit vs. non-profit). Further, all the constructs show a significant differences between the answers of the participants.

Table 2 presents the correlations for all the variables investigated in this study. Given the fact that the variables are normal distributed, Pearson's correlation is used to measure the correlation between the variables.

Table 2: correlation analyses

| | Affective commitment | proactive work behavior |
|---|-----------------------------|--------------------------------|
| Perceived human centered culture | ,72** | ,39** |
| Perceived control centered culture | ,40** | ,33** |
| Transformational leadership | ,50** | ,41** |
| Participation | ,43** | ,48** |
| Work enrichment | ,62** | ,64** |
| Transactional leadership | ,52** | ,38** |
| Performance appraisal | ,50** | ,32** |

The results of the correlation analysis shows that there is a significant, positive relation between transactional leadership and affective commitment ($r = .52, p < .01$) and between transactional leadership and proactive work behavior ($r = .38, p < .01$), so hypothesis 1a and 1b are confirmed. The relation between performance appraisal and affective commitment and respectively the relation between performance appraisal and proactive work behavior are all positive, significant relations ($r = .50, p < .01$) vs. ($r = .32, p < .01$). This outcome means that hypothesis 3a and 3b are confirmed. The correlation analysis also shows that there is a significant, positive relation between transformational leadership and affective commitment ($r = .50, p < .01$) and between transformational leadership and proactive work behavior ($r = .41, p < .01$). So, hypothesis 5a and 5b are also confirmed. The relation between participation and affective commitment also is a significant, positive relation ($r = .43, p < .01$). Participation and proactive work behavior are also significant, positive related ($r = .48, p < .01$). hypothesis 6a and 6b are supported with this outcomes. Finally, the significant, positive relation between work enrichment and affective commitment ($r = .62, p < .01$) and between work enrichment and proactive work behavior are also significant, positive relations ($r = .64, p < .01$). This means that also hypothesis 8a and 8b are confirmed.

8.2 Testing interaction effects

8.2.1 Interaction effect of transactional and transformational leadership

For testing hypothesis 2, 4, 7 and 9, regression analysis, is performed. First, hypothesis 2a and 2b, are being tested (table 3.1 and 3.2).

H2a There is a positive interactive effect of transactional leadership and transformational leadership on affective commitment

Table 3.1: results of the interactive effect of transformational- and transactional leadership on affective commitment

| Variables | step 1 | step 2 |
|------------------------|--------|--------|
| Gender | .05 | .09 |
| Age | -.47** | -.48** |
| Educational level | -.08 | -.07 |
| Interaction leadership | | -.28** |

$R^2 = .22$ for step 1, $R^2 = .30$ for step 2
 $N = 145$ * $p < 0.05$, ** $p < 0.01$

To test above mentioned, the following steps are performed. First, the z-scores for the two leadership styles are calculated and after that they are multiplied with each other. After this, the interaction term is put into a regression analysis with 'affective commitment' and 'proactive work behavior' as dependent variables. The outcome of the interactive effect of the two leadership styles on affective commitment, shows a small negative, but significant relation ($\beta = -.28$, $p < .01$). With this outcome, hypothesis 2a is not supported. Now, hypothesis 2b will be tested.

H2b There is a positive interactive effect of transactional leadership and transformational leadership on proactive work behavior

Table 3.2: results of the interactive effect of transformational- and transactional leadership on proactive work behavior

| Variables | step 1 | step 2 |
|------------------------|--------|--------|
| Gender | .03 | .07 |
| Age | -.31** | -.32** |
| Educational level | .09 | -.02 |
| Interaction leadership | | -.34** |

$R^2 = .11$ for step 1, $R^2 = .22$ for step 2
 N = 145 * $p < 0.05$, ** $p < 0.01$

The outcome of the interactive effect of the two leadership styles on proactive work behavior shows a small negative, but significant relation ($\beta = -.34$, $p < .01$). With this outcome, hypothesis 2b is not supported.

8.2.2 Interaction effect of transactional leadership and performance appraisal

Now, hypothesis 4 a and b will be tested (table 4.1 and 4.2).

H4a There is a positive interactive effect of transactional leadership and performance appraisal on affective commitment

Table 4.1: results of the interactive effect of transactional leadership and performance appraisal on affective commitment

| Variables | step 1 | step 2 |
|--------------------------------|--------|--------|
| Gender | .05 | .08 |
| Age | -.47** | -.49** |
| Educational level | -.08 | -.07 |
| Interaction transac.perf.appr. | | -.18* |

R² = .22 for step 1, R² = .25 for step 2
 N = 145 *p<0.05, **p<0.01

The outcome of the interactive effect of transactional leadership and performance appraisal on affective commitment ($\beta=-.18$, $p<.05$) shows a small negative, but significant relation. With this outcome, hypothesis 4a is not supported. Now, hypothesis 4b will be tested.

H4b There is a positive interactive effect of transactional leadership and performance appraisal on proactive work behavior

Table 4.2: results of the interactive effect of transactional leadership and performance appraisal on proactive work behavior

| Variables | step 1 | step 2 |
|--------------------------------|--------|--------|
| Gender | .03 | .07 |
| Age | -.31** | -.33** |
| Educational level | .09 | .09 |
| Interaction transac.perf.appr. | | -.21** |

R² = .11 for step 1, R² = .16 for step 2
 N = 145 *p<0.05, **p<0.01

The outcome of the interactive effect of transactional leadership and performance appraisal on proactive work behavior ($\beta=-.21$, $p<.01$) shows a small negative, but significant relation. With this outcome, hypothesis 4b is not supported.

8.2.3 Interaction effect of participation and transformational leadership

Hypothesis 7 a and 7b will now be tested (table 5.1 and 5.2).

H7a There is a positive interactive effect of participation and transformational leadership on affective commitment

Table 5.1: results of the interactive effect of participation and transformational leadership on affective commitment

| Variables | step 1 | step 2 |
|---------------------------|--------|--------|
| Gender | .05 | .08 |
| Age | -.47** | -.46** |
| Educational level | -.08 | -.09 |
| Interaction parti.transf. | | -.27** |

R² = .22 for step 1, R² = .29 for step 2
 N = 145 *p<0.05, **p<0.01

The outcome of the interactive effect of participation and transformational leadership on affective commitment ($\beta=-.27$, $p<.01$) shows a small negative, but significant relation. With this outcome, hypothesis 7a is also not supported. Now, hypothesis 7b will be tested.

H7b There is a positive interactive effect of participation and transformational leadership on proactive work behavior

Table 5.2: results of the interactive effect of participation and transformational leadership on proactive work behavior

| Variables | step 1 | step 2 |
|---------------------------|--------|--------|
| Gender | .03 | .07 |
| Age | -.31** | -.31** |
| Educational level | .09 | .08 |
| Interaction parti.transf. | | -.32** |

R² = .11 for step 1, R² = .21 for step 2
 N = 145 *p<0.05, **p<0.01

The outcome of the interactive effect of participation and transformational leadership on proactive work behavior ($\beta=-.32$, $p<.01$) shows a small negative, but significant relation. With this outcome, hypothesis 7b is also not supported.

8.2.4 Interaction effect of work enrichment and transformational leadership

Finally, hypothesis 9 a and 9b will be tested (table 6.1 and 6.2).

H9a There is a positive interactive effect of work enrichment and transformational leadership on affective commitment

Table 6.1: results of the interactive effect of participation and transformational leadership on affective commitment

| Variables | step 1 | step 2 |
|--------------------------|--------|--------|
| Gender | .05 | .07 |
| Age | -.47** | -.37** |
| Educational level | -.08 | -.03 |
| Interaction work.transf. | | .34** |

R² = .22 for step 1, R² = .32 for step 2
 N = 145 *p<0.05, **p<0.01

The outcome of the interactive effect of work enrichment and transformational leadership on affective commitment ($\beta=.34$, $p<.01$) shows a small positive, but significant relation! With this outcome, hypothesis 9a is supported. Finally, hypothesis 9b will be tested.

H9b There is a positive interactive effect of work enrichment and transformational leadership on proactive work behavior

Table 6.2: results of the interactive effect of participation and transformational leadership on proactive work behavior

| Variables | step 1 | step 2 |
|--------------------------|--------|--------|
| Gender | .03 | .04 |
| Age | -.31** | -.23** |
| Educational level | .09 | .12 |
| Interaction work.transf. | | .28** |

R² = .11 for step 1, R² = .18 for step 2
 N = 145 *p<0.05, **p<0.01

The outcome of the interactive effect of work enrichment and transformational leadership on proactive work behavior ($\beta=-.28$, $p<.01$) also shows a small positive and significant relation. With this outcome, hypothesis 9b is also supported.

9. Conclusion and discussion

This paper has undertaken an evaluation of the effects of 'commitment' and 'control' HR practices on two employees' attitudes, namely affective commitment and proactive work behavior. The results were based on questionnaires collected from employees working for two different organizations. The outcomes of the regression analyses shows that all the 'commitment' constructs (transformational leadership, participation and work enrichment) have a significant, positive effect on the two dependent variables: affective commitment and proactive work behavior, so all hypothesis are supported. The construct 'work enrichment' shows the largest relation with affective commitment and proactive work behavior, followed by transformational leadership and participation.

The 'control' constructs (transactional leadership and performance appraisal) showed a positive relation with affective commitment and proactive work behavior and this outcomes supported all hypothesis. The hypothesis that predicted the positive interactive effects between the different variables was only supported one time. The hypothesis that expected a positive interactive effect of transformational- and transactional leadership, of transactional leadership and performance appraisal and of transformational leadership and participation on respectively affective commitment and proactive work behavior were all not supported and showed a significant, negative relation. Only the hypothesis that predicted a positive interactive effect of transformational leadership and work enrichment on affective commitment and proactive work behavior was supported. This relation is also supported by research from Bass (1985) and Gardner and Avolio (1998) who stated that a transformational leader inspires employees' to do more than is expected from them. A transformational leader is a leader who is committed to employees and who puts effort to get the best above in them. This leads to the outcome that an employee appreciates the strains of a leader even more.

That there is no positive interactive effect of transformational- and transactional leadership on affective commitment and proactive work behavior is a remarkable outcome. Prior literature from Walton (1985) stated that commitment and control constructs are each others opposites but do interact also to reach the best employees' outcomes. The two leadership styles have the same underlying mechanism and are measured with items of the same survey, so a interactive effect seems obvious. A plausible explanation for this negative

relation can be that the two styles are conflicting because values of the leadership styles can compete with each other according to Quinn and Rohrbaugh (1983), in terms of flexibility and innovation. Further research is interesting to find out what the precise explanation could be.

Transactional leadership and performance appraisal also showed a negative, but significant relation on affective commitment and proactive work behavior. This relation is difficult to explain because the expectation was that a transactional leadership would be a positive reinforcement of performance appraisal and vice versa (both constructs have characteristics and a base of structure and creating a state of control). A possible explanation can be that the participants of this research didn't experience performance appraisal as an instrument that is used to practice control but more as an instrument that can create opportunities for the individual employee in terms of personal development and career opportunities. Further research could be an interesting option. Transformational leadership and participation on respectively affective commitment and proactive work behavior also showed a significant, negative relation. Hersey and Blanchard (2007) noted that the way leadership is received (in relation to how an employee acts) is among other things, dependent of the task maturity, ability and willingness of employees. To describe a certain situation: a leader can have a transformational style, but an employee doesn't have the opportunity to participate in, for example, decision making bodies. So, a discrepancy between those constructs can be present in an organization. It is too easy to conclude that an employee has a 'voice' when he has a transformational leader. As with any study of this kind, the following limitations need to be borne in mind. First, the data presented are based on self-completed questionnaires and may suffer from common method variance in that respondents may have a 'jaundiced' view of management practice and quality constraints affecting their own perceptions of work-related attitudes. Thus the conclusions would be more robust when supervisory evaluations of attitudes and behaviors were used. Further, the differences between the respondents of the two organizations are big. The respondents from Lucky The Feel Good Provider are young people that work part-time and don't have a lot of work experience. The respondents from the Dutch Tax collectors are older and have much more work experience by different employers. In this light it is reasonable to conclude that these respondents will interpret and answer the questions and constructs quite differently. For future

research it can be recommend to select more respondents with the same profile and background.

Literature

- Agarwal, S. (1999). Impact of job formalization and administrative controls on attitudes of industrial salespersons. *Industrial Marketing Management*, 28, 359-368.
- Allen, N.J. and Meyer, J.P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63, 1-18.
- Angle, H. 1., & Perry, J. L. (1981). An empirical assessment of organizational commitment and organizational effectiveness. *Administrative Science Quarterly*, 27, 1-14.
- Appelbaum, E., Bailey, T., Berg, P. & Kalleberg, A. (2000). Manufacturing advantage: why high performance work systems pay off. Ithaca: Cornell University Press.
- Arthur, J.B. (1994). Effects of human resource systems on manufacturing performance and turnover. *Academy of Management Journal*, 37 (3), 670-687.
- Bass, B.M., Avolio B.J. & Atwater, L.E. (1996), The transformational and transactional leadership of men and women. *Applied Psychology*, 45, 5-34.
- Bateman, T.S., & M.J. Crant. 1993. The proactive component of organizational behavior: A measure and correlates. *Journal of Organizational Behavior*, 14(2), 103-18.
- Bateman, T S., & Strasser, S. (1984). A longitudinal analysis of the antecedents of organizational commitment. *Academy of Management Journal*, 27, 95-112.
- Bevan, S., & Thompson, M. (1991). Performance management at the crossroads. *Personnel Management*, 36-40.
- Blake, R.R. & Mouton J.S., (1964). The Managerial Grid, Houston: Gulf Publishing Company.
- Cameron, K.S. and Quinn, R.E. *Onderzoeken en veranderen van organisatiecultuur*, Academic Service, ISBN 9052612919.
- Campbell, D. J. (2000). The proactive employee: Managing workplace initiative. *Academy of Management Executive*, 14, 52-66.
- Coates, G. (2000). Experiencing performance appraisal in a trust hospital. *Electronic Journal of Sociology*. ISSN: 1198 3655.
- Connelly, S. & Ruark, G. (2010). Leadership style and activating potential moderators of the relationships among leader emotional displays and outcomes. *The Leadership Quarterly* 21: 745-764.
- Curran, J., Kitching, J., Abbott, B. & Mills V. (1993). Employment and employment relations in the small service sector enterprise. Small Business Research Centre, Kingston Business School.
- Crant, M. (2000). Proactive behavior in organizations. *Journal of Management*, 26 (3), 435-462.

- De Hoogh, A.H.B., Den Hartog, D.N., & Koopman, P.L. (2004). De ontwikkeling van de CLIO, een instrument voor het meten van leiderschap in organisaties. [The development of the CLIO: A questionnaire for measuring charismatic leadership]. *Gedrag & Organisatie*, 17, 354-382.
- Farndale, Ruiten, Kelliher and Hope-Hailey (2011)
- Gellatly, I.R., Hunter, K.H., Currie, L.G. & Irving, P.G. (2009). HRM practices and organizational commitment profiles. *The International Journal of Human Resource Management*. 20 (4), 869–884.
- Gould-Williams, J. (2004). The effects of 'high commitment' HRM practices on employee attitude: the views of public sector workers. *Public Administration*, 82(1), 63-81.
- Guthrie, J.P. (2001). High-involvement work practices, turnover, and productivity. *Management Journal*, 44(1), 180-109.
- Hackman, J.R. & Oldham, G.R. (1976). Motivation through the design of work: test of Theory. *Organizational Behavior and Human Performance*.
- Heathfield, S.M. (2000). Humanresources.about.com.
- Heskett, J.L., Sasser, W.E. and Schlesinger, L.A. (1997). The service profit chain: how leading companies link profit and growth to loyalty, satisfaction and value. New York: Free Press.
- Huselid, M.A. (1995). The impact of human resource management practices on turnover, productivity and corporate financial performance. *Academy of Management Journal*, 38, 635-672.
- Johns, G. (2006). The essential impact of context on organizational behavior. *Academy of Management Review*, 31(2), 386–408.
- Kaman, V. (2001). Bureaucratic and high commitment human resource practices in small service firms. *Human Resource Planning*.
- Keeping, L.M. & Levy, P.E. (2000). Performance appraisal reactions: measurement, modeling and method bias. *Journal of Applied Psychology*, 85(5), 708-723.
- Khatri, N., Baveja, A., Boren, S.A., & Mammo, A. (2004). Medical errors and quality of care: from control to commitment. *California Management Review*, 48, 115-141.
- Khatri, N. & Budhwar, P. (2002). A Study of strategic HR issues in an Asian context. *Personnel Review*, 31/2, 166-188.
- Kim, W. C, & Mauborgne, R. A. (1993). Procedural justice, attitudes, and subsidiary' top management compliance with multinationals' corporate strategic decisions. *Academy of Management Journal*, 36, 502-528.
- Koch, J.D. & Steers, R.M. (1978). Job Attachment, satisfaction and turnover among public sector employees. *Journal of Vocational Behaviour*, 12, 119-128.
- Lewin, A. & Lippitt, R., (1938). An experimental approach to the study of autocracy and democracy: a preliminary note, *Sociometry*, 1, 292-300.

- MacKenzie, S.B., Podsakoff, P.M. & Rich, G.A. (2001). Transformational and transactional leadership and salesperson performance. *Journal of the Academy of Marketing Science*, 29 (2), 15-134.
- Mathieu, J. E., & Zajac, D. M. (1990). A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. *Psychological Bulletin*, 108. 171-194.
- McGregor, D., (1960). *The Human Side of Enterprise*, New York: McGraw-Hill.
- Meyer, J.P. & Allen, N. J. (1997). *Commitment in the workplace: Theory, research, and application*. Thousand Oaks, CA. Sage Publications.
- Meyer, J.P., Allen, N.J. & Smith, J.A. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of Applied Psychology*, 78(4), 538-550.
- Meyers, S. A. and Kassing, J. W (1998). The relationship between perceived supervisory communication behaviors and subordinate organizational identification. *Communication Research Reports*, 15, 71-81.
- Mowday, R.T, & Steers, R. (1979). The Measurement of Organizational Commitment. *Journal of Vocational Behavior*, 14, 224-247.
- Mowday, R. T., Porter, L. & Steers, R. (1982). *Employee-organization linkages: The psychology of commitment, absenteeism, and turnover*. New York: Academic Press.
- Parker, S.K., Williams, H.M. & Turner, N. (2006). Modeling the antecedents of proactive behavior at work. *Journal of Applied Psychology*, 91(3), 636-652.
- Paul, A. K. & Anantharaman, R. N. (2002). 'Business strategy, HRM practices and organizational performance: a study of the Indian software industry. *Journal of Transnational Management Development*, 7(3), 27-51.
- Sandee Bybee-Lovering, B.A. (1999). *Commitment in the workplace*. Texas Tech University.
- Scott, S.G., & R.A. Bruce (1994). Determinants of innovative behavior: A path model of individual innovation in the workplace, *Academy of Management Journal*, 38, 1442-1465.
- Sheldon, M. E. (1971). Investments and involvements as mechanisms producing commitment to the organization. *Administrative Science Quarterly*, 16, 143-150.
- Snell, S.A. and Dean, J.W. (1992). Integrated manufacturing and human resource management: A human capital perspective. *The Academy of Management Journal*, 35 (3), 467-504.
- Steers, R.M. (1977). Antecedents and outcomes of organizational commitment. *Administrative Science Quarterly*, 22, 46-56.
- Stevens, J. M., Beyer, J. & Trice, H.M. (1978). Assessing personal, role, and organizational predictors of managerial commitment. *Academy of Management Journal*, 21, 380-396.
- Ting, S.C. (2011). The effect of internal marketing on organizational commitment: job involvement and job satisfaction as mediators. *Educational Administration Quarterly*, 47, 353.

- Verheul, I. (2003). Commitment or control? Human resource management practices in female and male-led businesses. *EIM: business & policy research. Scientific analysis of entrepreneurship and MSEs.*
- Walton, R.E. (1985). From control to commitment in the workplace. *Harvard Business Review*, March-April, 77-84.
- Whitener, E.M. (2001). Do "high commitment" human resource practices affect employee commitment? : A cross-level analysis using hierarchical linear modeling. *Journal of Management*, 27, 515
- Wood, S. & De Menezes, L. (1998). High commitment management in the U.K.: evidence from the workplace industrial relations survey and employers' manpower and skills practices survey. *Human Relations*, 51, 485-515.
- Wood, S.J. & Wall, T.D. (2007). Work enrichment and employee voice in human resource management performance studies. *International Journal of Human Resource Management*, 18(7), 1335-1372.

Appendix A: questionnaire

Instructie

Ten eerste wil ik u hartelijk danken voor het meewerken aan mijn onderzoek. Het invullen van deze vragenlijst zal ongeveer 15 minuten van uw tijd kosten. In dit onderzoek wil ik graag uw meningen en percepties meten, ten aanzien van uw werkomgeving. Het uiteindelijke doel van dit onderzoek is om betrokkenheid van medewerkers te meten en hoe deze betrokkenheid wordt bewerkstelligd door de inzet van Human Resource Management.

Om de wetenschappelijke kwaliteit van het onderzoek te garanderen, vraag ik u om de vragen zo waarheidsgetrouw mogelijk in te vullen en uw ware gevoelens en gedachtes te uiten. Voor iedere vraag geldt: u kunt niet “goed” of “fout” antwoorden. Antwoorden moeten gebaseerd zijn op uw eigen oordeel. Probeer niet te lang na te denken, meestal is de eerste ingeving het beste.

De vragenlijst is anoniem, vul het daarom vrij en onafhankelijk in. Uw antwoorden op de vragen zullen alleen worden gebruikt voor wetenschappelijk onderzoek en niet voor andere doeleinden. Bovendien worden er geen individuele resultaten geanalyseerd, maar wordt er een analyse uitgevoerd op basis van de gemiddelde scores die gezamenlijk behaald zijn door de respondenten.

Bedankt voor uw bijdrage aan dit onderzoek!

Onderstaand volgen een aantal uitspraken. *Als u het sterk eens bent met een uitspraak, omcirkelt u een 5; als u het er sterk mee oneens bent, omcirkelt u een 1; als u onzeker bent of denkt dat de vraag niet op u van toepassing is, omcirkelt u een 3.*

| Sterk mee oneens | Oneens | Niet eens en niet oneens | Eens | Sterk mee eens |
|-------------------------|---------------|---------------------------------|-------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |

| | Mijn leidinggevende... | | | | | |
|----|---|---|---|---|---|---|
| 1 | Zorgt ervoor dat er randvoorwaarden worden geschapen zodat medewerkers hun werk goed kunnen doen. | 1 | 2 | 3 | 4 | 5 |
| 2 | Hecht veel waarde aan heldere afspraken en een eerlijke beloning. | 1 | 2 | 3 | 4 | 5 |
| 3 | Ziet erop toe dat afspraken worden nagekomen. | 1 | 2 | 3 | 4 | 5 |
| 4 | Bekritiseert medewerkers alleen met een goede reden. | 1 | 2 | 3 | 4 | 5 |
| 5 | Is te vertrouwen, houdt zich aan zijn/haar woord. | 1 | 2 | 3 | 4 | 5 |
| 6 | Is betrouwbaar in het nakomen van zijn/haar verplichtingen. | 1 | 2 | 3 | 4 | 5 |
| 7 | Praat met medewerkers over wat voor hen belangrijk is. | 1 | 2 | 3 | 4 | 5 |
| 8 | Stimuleert medewerkers om op nieuwe manieren over problemen na te denken. | 1 | 2 | 3 | 4 | 5 |
| 9 | Heeft visie en een beeld van de toekomst. | 1 | 2 | 3 | 4 | 5 |
| 10 | Is altijd op zoek naar nieuwe mogelijkheden voor de organisatie. | 1 | 2 | 3 | 4 | 5 |
| 11 | Moedigt medewerkers aan om onafhankelijk te denken. | 1 | 2 | 3 | 4 | 5 |
| 12 | Is in staat anderen enthousiast te maken voor zijn/haar plannen. | 1 | 2 | 3 | 4 | 5 |
| 13 | Betrekt medewerkers bij besluiten die van belang zijn voor hun werk. | 1 | 2 | 3 | 4 | 5 |
| 14 | Stimuleert medewerkers hun talenten zo goed mogelijk te ontwikkelen. | 1 | 2 | 3 | 4 | 5 |
| 15 | Geeft medewerkers het gevoel aan een belangrijke, gemeenschappelijke missie/opdracht te werken. | 1 | 2 | 3 | 4 | 5 |
| 16 | Laat zien overtuigd te zijn van zijn/haar idealen, opvattingen en waarden. | 1 | 2 | 3 | 4 | 5 |
| 17 | Delegeert uitdagende verantwoordelijkheden aan medewerkers. | 1 | 2 | 3 | 4 | 5 |

| Sterk mee oneens | Oneens | Niet eens en niet oneens | Eens | Sterk mee eens |
|-------------------------|---------------|---------------------------------|-------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |

| | Participatie | | | | | |
|----|---|---|---|---|---|---|
| 18 | Ik kan meebeslissen over de wijze waarop het werk gedaan wordt. | 1 | 2 | 3 | 4 | 5 |
| 19 | Ik heb invloed op de verdeling van het werk onder mij en mijn collega's. | 1 | 2 | 3 | 4 | 5 |
| 20 | Ik kan meebepalen wat wel en wat niet tot mijn takenpakket behoort. | 1 | 2 | 3 | 4 | 5 |
| 21 | Ik kan meebeslissen over de aard van mijn werkzaamheden. | 1 | 2 | 3 | 4 | 5 |
| 22 | Ik heb invloed over wat er gebeurt op mijn werkplek. | 1 | 2 | 3 | 4 | 5 |
| 23 | Ik kan meebeslissen over dingen die met mijn werk te maken hebben. | 1 | 2 | 3 | 4 | 5 |
| 24 | Tijdens het werkoverleg heb ik inspraak bij besluiten die worden genomen. | | | | | |

| | | | | | | |
|----|--|---|---|---|---|---|
| 25 | Ik heb rechtstreeks invloed op beslissingen van mijn afdeling. | 1 | 2 | 3 | 4 | 5 |
| 26 | Ik heb inbreng bij de werving en selectie van nieuwe collega's. | 1 | 2 | 3 | 4 | 5 |
| 27 | Ik heb de mogelijkheid om verbeterpunten aan te geven voor de organisatie. | 1 | 2 | 3 | 4 | 5 |

| Sterk mee oneens | Oneens | Niet eens en niet oneens | Eens | Sterk mee eens |
|-------------------------|---------------|---------------------------------|-------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |

| Betrokkenheid | | | | | | |
|----------------------|--|---|---|---|---|---|
| 28 | Ik ervaar problemen van deze organisatie als mijn eigen problemen. | 1 | 2 | 3 | 4 | 5 |
| 29 | Ik voel me emotioneel gehecht aan deze organisatie. | 1 | 2 | 3 | 4 | 5 |
| 30 | Deze organisatie betekent veel voor mij. | 1 | 2 | 3 | 4 | 5 |
| 31 | Ik voel me thuis in deze organisatie. | 1 | 2 | 3 | 4 | 5 |
| 32 | Ik voel me als 'een deel van de familie' in deze organisatie. | 1 | 2 | 3 | 4 | 5 |
| 33 | Ik vind het leuk om over deze organisatie te praten met mensen van buiten de organisatie. | 1 | 2 | 3 | 4 | 5 |
| 34 | Ik zou graag de rest van mijn loopbaan in deze organisatie blijven werken. | | | | | |
| 35 | Ik denk dat ik me aan een andere organisatie net zo makkelijk zou kunnen hechten als aan deze organisatie. | 1 | 2 | 3 | 4 | 5 |

| | | | | | | |
|----|--|---|---|---|---|---|
| 36 | Ik ben bereid om mij, naast mijn reguliere verantwoordelijkheden, extra in te zetten voor de organisatie en haar succes. | 1 | 2 | 3 | 4 | 5 |
| 37 | Ik vertel mijn vrienden dat mijn organisatie geweldig is om voor te werken. | 1 | 2 | 3 | 4 | 5 |
| 38 | Ik vind dat mijn waarden en de waarden van de organisatie erg overeenkomen. | 1 | 2 | 3 | 4 | 5 |
| 39 | Ik ben er trots op om anderen te kunnen vertellen dat ik tot deze organisatie behoor. | 1 | 2 | 3 | 4 | 5 |
| 40 | Ik ben erg blij dat ik voor deze organisatie heb gekozen en niet voor een andere organisatie, op het moment dat ik werkzoekende was. | 1 | 2 | 3 | 4 | 5 |
| 41 | Ik geef echt om het lot van deze organisatie. | 1 | 2 | 3 | 4 | 5 |
| 42 | Voor mij is dit, van alle organisatie, de beste organisatie om voor te werken. | 1 | 2 | 3 | 4 | 5 |

| Sterk mee oneens | Oneens | Niet eens en niet oneens | Eens | Sterk mee eens |
|-------------------------|---------------|---------------------------------|-------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |

| Inhoud van functie / werkzaamheden | | | | | | |
|---|---|---|---|---|---|---|
| 43 | Mijn functie biedt mij veel variatie. | 1 | 2 | 3 | 4 | 5 |
| 44 | Mijn functie biedt mij de mogelijkheid om het werk dat ik ben begonnen ook af te maken. | 1 | 2 | 3 | 4 | 5 |
| 45 | De manier waarop mijn werk wordt uitgevoerd beïnvloedt veel andere mensen. | 1 | 2 | 3 | 4 | 5 |
| 46 | Mijn functie geeft mij de vrijheid om mijn eigen gang te gaan. | 1 | 2 | 3 | 4 | 5 |
| 47 | De uitkomsten van mijn werk geven mij feedback over hoe goed ik mijn werk uitvoer. | 1 | 2 | 3 | 4 | 5 |
| 48 | Mijn functie biedt mij de mogelijkheid om aan veel interessante projecten te werken. | 1 | 2 | 3 | 4 | 5 |
| 49 | Mijn functie is zodanig ingericht dat ik de mogelijkheid heb om met klanten/ cliënten/afnemers te praten. | 1 | 2 | 3 | 4 | 5 |

| | | | | | | |
|----|--|---|---|---|---|---|
| 50 | Mijn functie biedt de mogelijkheid om beslissingen die de organisatie aangaan, te beïnvloeden. | 1 | 2 | 3 | 4 | 5 |
| 51 | Mijn functie geeft mij de mogelijkheid en flexibiliteit om zelf mijn werkuren in te plannen. | 1 | 2 | 3 | 4 | 5 |
| 52 | Mijn functie geeft mij de mogelijkheid om met mijn leidinggevende te communiceren en om erkenning van hem/haar te krijgen. | 1 | 2 | 3 | 4 | 5 |
| 53 | Mijn functie geeft mij de mogelijkheid om veel nieuwe technologieën te gebruiken. | 1 | 2 | 3 | 4 | 5 |
| 54 | Mijn functie is zodanig ingevuld dat ik begrijp hoe het bijdraagt aan de bedrijfsmissie. | 1 | 2 | 3 | 4 | 5 |
| 55 | Van dag tot dag beïnvloedt mijn werk het succes van de organisatie. | 1 | 2 | 3 | 4 | 5 |
| 56 | Ik ben in staat om onafhankelijk van mijn leidinggevende te functioneren. | 1 | 2 | 3 | 4 | 5 |
| 57 | Ik ontvang feedback van mijn collega's over mijn werkprestaties | 1 | 2 | 3 | 4 | 5 |

| Sterk mee oneens | Oneens | Niet eens en niet oneens | Eens | Sterk mee eens |
|-------------------------|---------------|---------------------------------|-------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |

| Kwalitatieve aspecten van beoordeling | | | | | | |
|--|---|---|---|---|---|---|
| 58 | Het beoordelingssysteem van deze organisatie werkt goed om vast te stellen hoe een medewerker heeft gepresteerd in de periode waarop de beoordeling gebaseerd is. | 1 | 2 | 3 | 4 | 5 |
| 59 | Over het algemeen heb ik het gevoel dat deze organisatie een uitstekend beoordelingssysteem heeft. | 1 | 2 | 3 | 4 | 5 |
| 60 | Het beoordelingssysteem zorgt voor een rechtvaardige en onbevooroordeelde meting van de prestaties van een medewerker. | 1 | 2 | 3 | 4 | 5 |
| 61 | De beoordeling heeft me geholpen in te zien hoe ik mijn werk beter kan verrichten. | 1 | 2 | 3 | 4 | 5 |
| 62 | Ik heb veel geleerd van de beoordeling. | 1 | 2 | 3 | 4 | 5 |
| 63 | De beoordeling heeft me geholpen om mijn eventuele fouten te begrijpen. | 1 | 2 | 3 | 4 | 5 |
| 64 | Door de beoordeling heb ik een beter beeld van wat mijn leidinggevende van mij verwacht. | 1 | 2 | 3 | 4 | 5 |
| 65 | De feedback was een nauwkeurige evaluatie van mijn prestaties. | 1 | 2 | 3 | 4 | 5 |
| 66 | Ik heb niet het gevoel dat de feedback mijn daadwerkelijke prestaties reflecteerde. | 1 | 2 | 3 | 4 | 5 |
| 67 | Ik vond de feedback correct. | 1 | 2 | 3 | 4 | 5 |
| 68 | De feedback kwam overeen met hoe ik zelf dacht over mijn prestaties. | 1 | 2 | 3 | 4 | 5 |
| 69 | De feedback was geen werkelijke afspiegeling van mijn werk. | 1 | 2 | 3 | 4 | 5 |
| 70 | Mijn leidinggevende heeft mijn prestaties nauwkeurig beoordeeld. | 1 | 2 | 3 | 4 | 5 |
| 71 | Mijn leidinggevende heeft mijn werk incorrect geëvalueerd. | 1 | 2 | 3 | 4 | 5 |
| 72 | De evaluatie van mijn werk door mijn leidinggevende, kwam overeen met mijn eigen evaluatie. | 1 | 2 | 3 | 4 | 5 |
| 73 | De evaluatie van mijn werk door mijn leidinggevende, kwam overeen met mijn werkelijke prestaties. | 1 | 2 | 3 | 4 | 5 |

| Sterk mee oneens | Oneens | Niet eens en niet oneens | Eens | Sterk mee eens |
|-------------------------|---------------|---------------------------------|-------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |

| Organisatiecultuur | | | | | | |
|---------------------------|--|---|---|---|---|---|
| 74 | Mijn organisatie heeft een zeer persoonlijk karakter. Ze heeft veel weg van een grote familie. De mensen lijken veel met elkaar gemeen te hebben. | 1 | 2 | 3 | 4 | 5 |
| 75 | De leiding van mijn organisatie gedraagt zich in het algemeen als mentor, faciliteert en stimuleert. | 1 | 2 | 3 | 4 | 5 |
| 76 | De organisatie legt de nadruk op menselijke ontwikkeling. Een grote mate van vertrouwen, openheid en participatie zijn niet weg te denken. | 1 | 2 | 3 | 4 | 5 |
| 77 | Mijn organisatie definieert succes op grond van de ontwikkeling van human resources, teamwerk, de betrokkenheid van het personeel en de zorg voor de mensen. | 1 | 2 | 3 | 4 | 5 |
| 78 | De managementstijl van de organisatie wordt gekenmerkt door teamwork, consensus en participatie. | 1 | 2 | 3 | 4 | 5 |
| 79 | Mijn organisatie is strak geleid en gestructureerd. Formele procedures bepalen in het algemeen wat de mensen doen. | 1 | 2 | 3 | 4 | 5 |
| 80 | De leiding van mijn organisatie geeft in het algemeen blijk van coördinerend en organiserend gedrag en maakt de indruk van een soepel draaiende, efficiënte machine. | 1 | 2 | 3 | 4 | 5 |
| 81 | Het bindmiddel dat de organisatie bijeenhoudt, bestaat uit formele regels en beleidsstukken. Instandhouding van een soepel draaiende organisatie is belangrijk. | 1 | 2 | 3 | 4 | 5 |
| 82 | De organisatie legt de nadruk op behoud van het bestaande en stabiliteit. Efficiëntie, beheersbaarheid en een soepele uitvoering spelen de hoofdrol. | 1 | 2 | 3 | 4 | 5 |
| 83 | Mijn organisatie definieert succes binnen het kader van de efficiëntie. Betrouwbare levering, soepel verlopende schema's en goedkope productie zijn van cruciaal belang. | 1 | 2 | 3 | 4 | 5 |

| Sterk mee oneens | Oneens | Niet eens en niet oneens | Eens | Sterk mee eens |
|-------------------------|---------------|---------------------------------|-------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |

| Werkgedrag | | | | | | |
|-------------------|---|---|---|---|---|---|
| 84 | Ik pak problemen op een actieve manier aan. | 1 | 2 | 3 | 4 | 5 |
| 85 | Als iets fout gaat zoek ik meteen naar een oplossing. | 1 | 2 | 3 | 4 | 5 |
| 86 | Als de mogelijkheid zich voordoet actief betrokken te raken, benut ik deze. | 1 | 2 | 3 | 4 | 5 |
| 87 | Ik neem onmiddellijk het initiatief als anderen het niet doen. | 1 | 2 | 3 | 4 | 5 |
| 88 | Ik benut kansen snel om mijn doel te bereiken. | 1 | 2 | 3 | 4 | 5 |
| 89 | Ik doe meestal meer dan van mij gevraagd wordt. | 1 | 2 | 3 | 4 | 5 |

Tot slot volgen er, ter controle van de demografische kenmerken, nog enkele vragen die u dient in te vullen.

Wat is uw geslacht? 1. vrouw
 2. man

Wat is uw leeftijd? 1. 16 - 25 jaar
 2. 26 - 35 jaar
 3. 36 – 45 jaar
 4. 46– 55 jaar
 5. 56 – 65 jaar

Wat is uw hoogst genoten opleiding?
 1. VMBO
 2. HAVO/VWO
 3. MBO
 4. HBO/WO
 5. Anders, namelijk:

Voor wat voor soort organisatie bent u werkzaam:
 1. Profit
 2. Non-profit

Wat is uw huidige positie binnen de organisatie?
 1. Operationeel/uitvoerende functie
 2. Administratief/ondersteunende functie
 3. Professional/specialist
 4. Manager laag-niveau
 5. Manager midden-niveau
 6. Manager top-niveau

Hoe langt bent u in dienst bij deze organisatie?
 1. Minder dan 1 jaar
 2. 1 – 5 jaar
 3. 5 – 10 jaar
 4. langer dan 10 jaar