

The identification of antecedents of employee satisfaction experienced by members of the self-managing neighbourhood care teams of Buurtzorg; a mixed-methods study.

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Abstract

Background. Employee shortages is a large problem. Especially in the healthcare sector, where the problem becomes even more urgent due to a rising demand for healthcare. In order to cope with this rising demand with fewer employees to provide health care, it is important to reduce turnover and keep employees attached to the organisation. In order to so, organisations should focus on employee satisfaction. Higher levels of employee satisfaction lead to, among others, higher quality of work, improved teamwork, and less employee turnover. However, there is little literature available on antecedents that affect employee satisfaction in non-hierarchical organisations. Therefore, this study focused on identifying antecedents that affect employee satisfaction in non-hierarchical organisations, in order to provide these organisations with recommendations on how to keep their employees satisfied and attached to the organisation.

Methodology. A literature review is performed to identify antecedents that influence employee satisfaction. Most literature is focused on employees in hierarchical organisations, while this research focuses on employees of self-managing teams. Therefore, interviews have been conducted to determine whether the same antecedents are important for employees in self-managing teams, and to possibly identify other antecedents that are specifically important to employees of such teams. For the antecedents that are identified via the literature review and the interviews, data is extracted to perform an univariate analysis in SPSS to determine which antecedents significantly affect employee satisfaction and what the weight/size/direction of those effects is.

Findings. Resulting from the analysis, the following antecedents have been identified as the main affecters of employee satisfaction: availability of resources, getting opportunities, feeling of appreciation, receiving compliments, supporting the goals of Buurtzorg, and performing meaningful work. These antecedents have a significant, stimulating effect on employee satisfaction. However, the antecedent availability of resources has a significant, decreasing effect on employee satisfaction. Meaning that the more resources are available, the lower the employee satisfaction will be. A possible explanation for this is that a higher availability of resources results in more complex work and higher administrative burdens.

Conclusion. This study identified antecedents that significantly affect the employee satisfaction of employees in self-managing teams. By identifying these antecedents, recommendations for non-hierarchical organisations can be written, providing them with handles to keep their employees satisfied. Keeping employees satisfied (and thereby attached to the organisation) is important, especially in the current situation with high turnover numbers and high levels of employee shortages.

Keywords. (Antecedents of) Employee satisfaction, self-managing teams, non-hierarchical organisations, neighbourhood care organisation.

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Chapter 1. Introduction

Buurtzorg¹ is a neighbourhood care organisation that consists of small teams that deliver nursing and personal care at their client's homes. Buurtzorg has approximately 900 of those care teams, each team consisting of 8 till 12 nurses. These nurses have the responsibility of providing care to clients in a neighbourhood. The teams are self-managing, meaning that there is not one manager allocated to a team. Therefore, the teams themselves are responsible for hiring new team members, accepting new clients and the scheduling of care for their clients. In order to do this in a structured way, roles with corresponding tasks are divided among the team members.

The teams do not need to do everything themselves, they can make use of supporting resources. For example, regional coaches can offer their knowledge and experience to the teams. Also, there is an online application called the 'Buurtzorgweb'. The Buurtzorgweb can be used for communication within and between teams, for sharing information about clients, and for the administration of worked hours.

As mentioned, Buurtzorg makes use of self-managing teams. However, the use of self-managing teams has advantages and disadvantages (Wageman, 1997). Possible advantages are that the one closest to the clients makes the decisions regarding the clients care, resulting in higher performance outcomes. It also creates flexibility and creativity within the teams. Another advantage is employee commitment, resulting from the responsibility that is given to the employees. Disadvantages might be the feeling of unfairness, due to the division of the different roles with different responsibilities and workloads among the team members. Also, teams are responsible for finding their own team members and clients. Due to the shortage of available care personnel, this can lead to stressful situations. Especially when fewer team members need to take care of the same number of clients, while at the same time searching for new employees.

Generally speaking, there is a shortage of healthcare personnel^{2,3,4}. One of the reasons for this is the aging population (Fleming, Evans, & Chutka, 2003). The life expectancy of individuals is increasing,

¹ Kaloudis, H. (2016, September 21st). A systematic overview of the literature in English on Buurtzorg Nederland: Part B – The Buurtzorg organisation al and Operational Model. *Medium*. Accessed at June 15th 2022, via https://medium.com/@Harri_Kaloudis/a-systematic-overview-of-the-literature-in-english-on-buurtzorg-nederland-part-b-the-buurtzorg-189a7e4704b0

² Townson, J. (2021, July 19th). Shortage of careworkers in homecare. *Homecare Association*. Accessed at August 31st 2022, via <https://www.homecareassociation.org.uk/resource/shortage-of-careworkers-in-homecare.html>

³ Krebs, N. (2022, May 5th). A shortage of health aides is forcing out those who wish to get care at home. *NPR*. Accessed at August 31st 2022, via <https://www.npr.org/sections/health-shots/2022/05/05/1095050780/a-shortage-of-health-aides-is-forcing-out-those-who-wish-to-get-care-at-home?t=1661942669363>

⁴ RTL nieuws. (2022, July 11th). Ook jij gaat het merken: vijf vragen over het personeelstekort in de zorg. *RTL nieuws*. Accessed at August 31st 2022, via <https://www.rtlnieuws.nl/nieuws/nederland/artikel/5309421/zorg-personeelstekort-thuiszorg-mantelzorg-vergrijzing>

and in order for these older individuals to be able to stay in their homes, supporting home care is needed. The following figure that is created by 'Prognosemodel Zorg en Welzijn' shows the expected growth of the number of clients that need homecare.

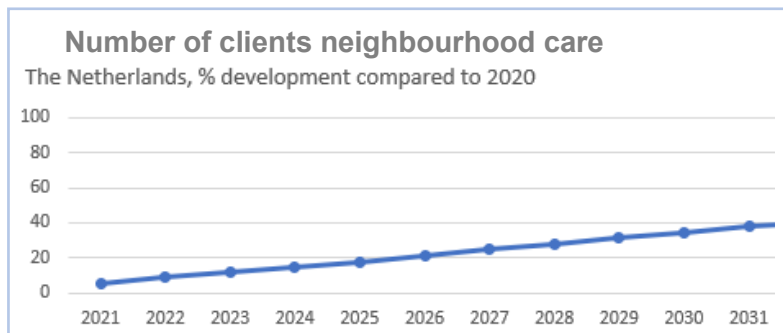


Figure 1. Expected growth of clients that need neighbourhood home care based on the 'Prognosemodel Zorg en Welzijn'⁵.

Due to this aging population, more people retire than there are people that enter the job market. This means that there are more people that need care, but there are less people available to provide this care. This 'double aging population' phenomenon is one of the reasons for the personnel shortages in healthcare. Another reason for a higher demand for home care is an increase in the prevalence of chronic diseases and multimorbidity (Oostrom et al., 2017). Due to this increase, more people need care at home in order to be able to stay in their homes. Factors that develop a rise in demands, consequently result in more employee shortage. Next to that, working conditions (Fleming et al., 2003) have changed. Often healthcare personnel experiences high workload, increased overtime, low salaries, and there is often a lack of possibilities for full-time contracts. Also dissatisfaction due to inflexible work schedules can lead to employee shortages.

Having employee shortages results in issues that affect different types of stakeholders. One of these stakeholders that experiences the effects of employee shortages are the neighbourhood care providers in the teams. There is an increase in demand, but a shortage of nurses⁶. This means that fewer nurses have to do more work. This increased workload might affect the employees morale and retention. Also, it may lead to more employee turnover. If this is the case, even less nurses are available to deal with the increasing demand and workload. Besides, due to high employee turnover, team members switch a lot. Working in a team with members that shift a lot is difficult, since this means that members repeatedly need to get to know and get used to each other within the team. Also, clients mention that it

⁵ Prognosemodel Zorg en Welzijn. (Unknown). Thuiszorg, Ontwikkeling zorggebruik. *Prognosemodel Zorg en Welzijn*. Accessed at September 8th 2022, via <https://prognosemodelzw.databank.nl/dashboard/dashboard-branches/thuiszorg>

⁶ Manchester Specialty Programs. (2017). How the Nursing Shortage Potentially Impacts Home Health Care. *Manchester Specialty Programs*. Accessed at September 7th 2022, via <https://www.manchesterspecialty.com/nursing-shortage-potentially-impacts-home-health-care/>

is unfavourable to see a new face every time they receive care⁷. These issues indicate the importance of finding nurses and keeping them attached to the organisation.

The employee shortage also leads to other disadvantages for the clients^{6,7}. Due to the increased workload and the time constraints the nurses have to complete their work, they often experience difficulties in completing the documentation. Besides, working in a hurry can lead to more incidents and more complaints from the demand side. Therefore, employee shortage in home care means that nurses deliver a lower quality of care with more mistakes being made. The time constraints due to a high workload also result in lesser time for emotional care. Besides receiving lower quality of care, clients often need to wait long to receive care. When the workload is high, nurses are not always able to finish the work they need to do in the pre-set amount of time. As a result they are not able to follow their schedule, and clients have to wait longer before they receive care.

When the quality of care that is provided remains low, this will also result in disadvantages for the organisation. There are several organisations that provide home care, meaning that clients have opportunities to request care from a competitor. Logically, organisations try to prevent losing their clients to competitors. On the other hand, if the employee shortage remains an issue, there is no other option than losing clients, since the workload will simply be too high for the available employees.

The employee shortage in healthcare also has an effect on society. The ‘Raad Volksgezondheid en Samenleving’ has written an advice⁸ in May 2022 for the politicians in The Hague to discuss. This advice notices the employee shortage in health care, and proposes that there should be more focus on the use of informal caregivers (in Dutch; mantelzorgers). They propose to create a more hybrid care system, in which educated nurses work together with uneducated informal caregivers. This advice will possibly reduce the workload of the healthcare employees, but it results in more pressure on the society.

The problems that arise for the different stakeholders indicate the importance of keeping employees engaged to the organisation. In order to do so, employee satisfaction is an important feature. The study by Rizwan, M. and Mukhtar, A. (2014) found that there is a significant positive effect between employee satisfaction and turnover intention, meaning that employees are likely to leave the organisation when they are dissatisfied (Rizwan & Mukhtar, 2014). Also the study by Kaushik, Mehta, Srivastava, and Mehendale (2018) state the importance of employee satisfaction in order to reduce employee turnover (Kaushik, Mehta, Srivastava, & Mehendale, 2018). The effect of employee satisfaction on employee turnover is also stated by Sageer et al. (2012), Myšková (2011) and Yeatts & Seward (2000) (Myšková, 2011; Sageer, Rafat, & Agarwal, 2012; Yeatts & Seward, 2000). The latter two state, in addition, that

⁷ Ommen, van J., Zijdeveld, C., Schout, P. (2017, November). Rapport meldactie ‘Personeelstekort’. *Patiëntenfederatie Nederland*. Accessed at September 9th 2022, via <https://www.patiëntenfederatie.nl/downloads/rapporten/184-meldactie-personeelstekort/file>

⁸ Bussemaker, J. et al. (2022, May). Anders leven en zorgen. *Raad Volksgezondheid & Samenleving*. Accessed at September 9th 2022, via <https://www.raadvv.nl/documenten/publicaties/2022/05/19/anders-leven-en-zorgen>

employee turnover also results in loss of knowledge and money, because finding and training new employees is expensive. Therefore, it is important to keep the trained employees satisfied and attached to the organisation. Besides, if employees are satisfied, they are more willing to put effort into their work. This will result in an increase in team and organisational performance (Kaushik et al., 2018). In addition to the importance of employee satisfaction on employee turnover, and therefore employee shortages, employee satisfaction also has other advantages.

Other reasons to focus on employee satisfaction can broadly be divided into four categories; the importance of employee satisfaction for the organisation, for the employees/teams, for the clients, and for the society. The reasons are, per category, summarized in the table below (table 1).

Table 1. The importance of employee satisfaction for the different stakeholders involved, based on the following sources: Sageer et al. (2012), footnotes 5, 6 and 7.

Importance for the organisation	Importance for the employees/teams	Importance for the clients	Importance for the society
Increase employee retention	Employee will believe that the organisation will be satisfying in the long run	Improved quality of home care (more time, less mistakes)	Decreased pressure on informal caregivers
Increase productivity	Employee will care about the quality of their work	Increase of home care that is delivered on time	
Increase customer satisfaction	Employee will create and deliver superior value to the customer	Decrease of employee turnover (thus increase in nurses that give homecare repeatedly)	
Reduce turnover, recruiting, and training costs	Employee is more committed to the organisation		
Increase customer satisfaction and loyalty	Work of employee is more productive		
Increase employees energy			
Improve teamwork			
Increased quality products and/or services due to more competent, energized employees			

This table shows several reasons that state the importance of employee satisfaction. In the next chapter, other reasons and explanations of the importance of employee satisfaction will be described. However, it is unknown within Buurtzorg which antecedents affect employee satisfaction. By

identifying these antecedents, Buurtzorg can focus on those antecedents in order to increase and/or maintain the satisfaction of their employees. Satisfied employees that are attached to the organisation, will lead to less employee turnover (and thus less employee shortages), improvement of teamwork, higher quality of work, and other (monetary) advantages. Therefore, the main research question of this study is:

“What antecedents affect the level of employee satisfaction that is experienced by members of the self-managing neighbourhood care teams of Buurtzorg?”

Before the main research question can be answered, several sub-questions have to be answered first:

1. Which antecedents affect employee satisfaction according to the literature?
2. Which antecedents affect employee satisfaction according to neighbourhood care team employees of Buurtzorg?
3. What is the degree of influence (weight/size/direction) of the antecedents that affect employee satisfaction?

This report has the following structure. In the next chapter, information from the relevant literature about Buurtzorg, self-managing teams, and antecedents that affect employee satisfaction are described. After the literature review, the method of this study will be elaborated upon. Following the method, the results will be presented. Next, the discussion chapter will follow. This chapter will start with the theoretical and practical implications of this research, following by the limitations and implications for future research. In the end, the conclusion with an answer to the main research question of this study will be provided.

Chapter 2. Literature review & theoretical framework

This chapter has the following structure. First, the organisational structure of Buurtzorg will be elaborated upon. Second, a definition and features of self-managing teams will be provided. Third, employee satisfaction will be discussed. The difference between employee and job satisfaction will be described, but also the antecedents of employee satisfaction (according to the literature) will be discussed.

Chapter 2.1. Buurtzorg

Buurtzorg⁹ is a neighbourhood care organisation that consists of small teams that deliver nursing and personal care at their client's homes. The teams are self-managing, meaning that there are no managers allocated to the teams. Therefore, the organisational structure of Buurtzorg differs from the classical hierarchical structure. Within the self-managing teams, there are different roles that should be fulfilled. These roles rotate among the nurses in the team, so that everyone performs a certain role for a period of time. Due to the self-managing structure of Buurtzorg, the teams themselves are also responsible for the scheduling of clients, for accepting new clients, and for hiring new team members.

Despite the self-managing organisational structure of Buurtzorg, the teams have the opportunity to make use of supporting resources. For example, regional coaches are available to the teams. Each regional coach supports approximately 30 to 50 teams. These coaches fulfil several tasks. By sharing their experience and knowledge, the coaches can for example help the teams to solve problems that other teams also coped with in the past. The coaches can also help allocating roles within teams, to make it easier to work without a manager. Another supporting resource that the teams can make use of is the BuurtzorgWeb. This is an online application with several aspects. It can be used for communication within and between teams, for sharing information about clients, and for the administration of worked hours.

Chapter 2.2. Self-managing neighbourhood care teams

There is not one complete definition of self-managing teams. This study describes self-managing teams as; teams with members that perform both leadership and operational tasks, while supervising themselves and their team members (Weerheim, Van Rossum, & Ten Have, 2019).

The use of self-managing teams has advantages and disadvantages (Wageman, 1997). Advantages are that having self-managing teams leads to flexibility. Besides, the persons that are closest to the clients make the decisions regarding the care of these clients. This can lead to higher performance outcomes,

⁹ Kaloudis, H. (2016, September 21st). A systematic overview of the literature in English on Buurtzorg Nederland: Part B – The Buurtzorg organisation al and Operational Model. *Medium*. Accessed at June 15th 2022, via https://medium.com/@Harri_Kaloudis/a-systematic-overview-of-the-literature-in-english-on-buurtzorg-nederland-part-b-the-buurtzorg-189a7e4704b0

since this makes it easier to adapt the work to the needs of the clients. Additionally, having self-managing teams can lead to new ways of working, since the teams have the responsibility to react (quickly) to events that occur. This might result in new ways of working that are more suitable or more efficient for certain tasks. Next to that, since the teams themselves are responsible to divide the work among each other, they can divide it according to each individual's strengths and weaknesses. This can lead to higher employee commitment, since the employees take personal responsibility for the outcomes of the tasks they were assigned to. Therefore, the team members are also more willing to prevent issues from happening, but also more willing to actively seek for solutions when problems do occur. Therefore, higher employee commitment results in better outcomes compared to employees that have a lower commitment to their work and team.

However, there are also some disadvantages. Within the Buurtzorg teams, roles are divided. Some roles are experienced as more stressful than others. Also, one role takes more time than another. Therefore, the division of tasks can be experienced as unfair. Besides, teams should find their own clients but also their own team members. However, there is a shortage of available care personnel. This might make it stressful for the team to find new team members if (dissatisfied) members leave.

Chapter 2.3. Employee satisfaction vs. Job satisfaction

There are many ways to define employee satisfaction. The definition that will be used in this research is; employee satisfaction is people's experience, consideration and perception of their work and their work context, including, among others, their work and their colleagues (Rizwan et al., 2013). Employee satisfaction is about employees being happy with the work they do, and the way it fulfils the employees' needs and desires. It also includes the overall satisfaction of the employees with the organisations' policies and company environment (Sageer et al., 2012).

However, it is important to note the difference between employee satisfaction and job satisfaction¹⁰. Employee satisfaction is a broader concept that includes the organisational context, whereas job satisfaction focuses mainly on the level that an employee is content with the work they perform and the pay they receive (Aydogdu & Aşıkil, 2011). An employee that is satisfied with the job might stay committed to the company, but it does not necessarily influence the employees productivity. However, highly satisfied and engaged employees do result in more organisational performance, higher productivity, more efficiency and more development (Kaushik et al., 2018). Therefore, it is important for an organisation to focus not only on job satisfaction, but on employee satisfaction as a whole.

¹⁰ Unknown (unknown). Employee engagement vs. Employee satisfaction. *Oregon Primary Care Association (OPCA)*. Accessed at June 13th, 2022, via <https://www.oregon.gov/oha/HPA/HP-PCO/Documents/Employee%20Engagement%20vs%20Satisfaction.pdf>

Chapter 2.4. Importance of employee satisfaction

Besides higher productivity levels, employee satisfaction is also important in order to increase responsiveness, quality and customer services (Sageer et al., 2012). Next to that, higher employee satisfaction leads to less employee turnover. If there is less employee turnover, loyalty levels are higher. Other factors that influence the employees commitment are staff attendance and the level of compliance to policies within the organisation. Also leadership is an influencing factor, but this is complex in self-managing teams, since there is not one manager available which the teams can turn to as their leader.

Employee satisfaction also has other important features. For an organisation to be successful, it is useful to retain the people that are talented in the organisation. Therefore, it is important for organisations to focus on employee satisfaction (Sageer et al., 2012). Besides, more satisfied employees results in a chain of positive actions, which will lead to higher organisational performance. Also, employee satisfaction has an influence on the employee productivity, absenteeism and retention. Next to that, organisations that have high employee satisfaction have high customer satisfaction levels and have low labour costs.

Also, it is important to keep employees satisfied, since employee turnover results in disadvantages for the organisation. If employees leave the organisation, the costs for training/hiring new employees will be higher (Myšková, 2011; Yeatts & Seward, 2000). Besides, if the organisation loses employees it also loses knowledge. As an addition, the competitor can gain this knowledge if they hire the employee. Rising costs, loss of knowledge, and/or transfer of knowledge to competition are therefore important reasons to focus on employee satisfaction.

The research by Zaim, Kurt and Tetik (2012) investigated other factors of employee satisfaction and their impact on individual performance (Zaim, Kurt, & Tetik, 2012). These factors are; satisfaction from supervision, satisfaction from pay and benefits, satisfaction from peers, and satisfaction from working conditions. The research concluded that all four factors have a significant and positive influence on individual performance. Satisfaction from pay and benefits and satisfaction from working conditions had the strongest effect. The effect of the other two factors is also significant, but lower than the effect of pay and benefits and working conditions.

In the first part of this chapter, the definition of employee satisfaction and the importance of it have been introduced. However, in order to obtain high levels of employee satisfaction, it is necessary to identify antecedents of employee satisfaction.

Chapter 2.5. Antecedents of employee satisfaction based on the literature

The study by Rizwan et al. (2013) investigated the effect of three factors on employee satisfaction, namely employee empowerment, pay & promotion, and workplace environment (Rizwan et al., 2013). Resulting from their analysis, both employee empowerment and workplace environment turned out to have a noteworthy positive influence on employee satisfaction. Pay & promotion turned out to have a negative effect on employee satisfaction. They also investigated the effect of employee satisfaction on turnover intention. The conclusion is that employee satisfaction has a negative relationship with turnover intention, resulting in more turnover when employee satisfaction is low.

Latif et al. (2013) found that financial rewards have a positive influence on employee satisfaction. However, they also found that only financial rewards are not sufficient. Employees are becoming increasingly demanding to have multiple reward options, and thereby the availability to choose their rewards (Latif et al., 2013). They also found that senior employees are in general more satisfied compared to junior employees. The same accounts for high experienced employees compared to less experienced employees. The results of this study also indicates that promotion options have a positive influence on satisfying, retaining and attracting employees.

Sageer et al. (2012) determined several antecedents on which employee satisfaction depends (Sageer et al., 2012). These antecedents can be divided in two categories, namely organisational variables and personal variables. organisational variables are: organisation development, policies of compensation and benefit, promotion and career development, job satisfaction, job security, working environment & condition, relationship with supervisor, work group, and leadership styles. Personal variables are personality, expectation, age, education, and gender differences.

Besides, they determined ways to improve the employee satisfaction within an organisation. These points are summarized in figure 2, and their focus lies on the organisational and personal variables mentioned above.

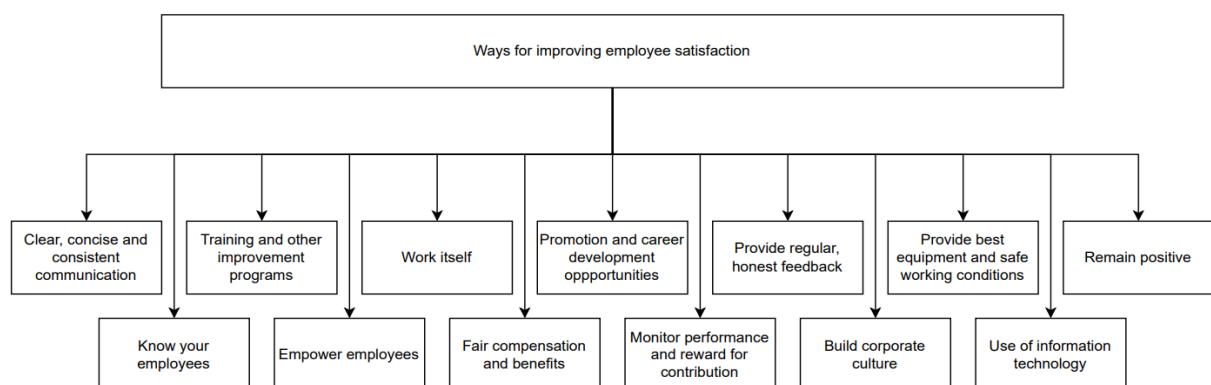


Figure 2. Ways for improving employee satisfaction (Sageer et al., 2012).

The article by Kaushik, Mehta, Srivastava, and Mehendale (2018) also defined antecedents of employee satisfaction. These antecedents are human resource practices, career development, rewards and benefits, work culture and environment, and learning and training (Kaushik et al., 2018).

Other antecedents that influence employee satisfaction according to the literature are the following.

The article by Pantouvakis and Mpogiatzidis (2013) mentions the importance of creating an environment in which there is an opportunity to learn (Pantouvakis & Mpogiatzidis, 2013). In healthcare, best practices, knowledge and skills are rapidly changing due to continuous research in this field. Creating an environment in which there is an opportunity for continuous learning will have a positive influence on employee satisfaction, but also on the overall quality of care.

The study by Nyukoron (2016) also concluded that the increase of knowledge will lead to an increase in employee satisfaction (Nyukoron, 2016). Besides, when employees have more knowledge, they will feel more confident. More confidence leads to higher employee satisfaction. Next to that, this study states the importance of leadership. One way to create an environment in which there are more opportunities for knowledge sharing is by having leadership that supports (the creation of) such an environment. In addition, leadership is not only important in order to create a learning environment, but leadership is also important regarding its impact on productivity, absenteeism, employee turnover and satisfaction. This is the case since leadership can be positively linked to create better employee working conditions and to create more opportunities for career development, which will lead to higher employee satisfaction.

Gardiner and Whiting (1997) found that employee empowerment has a positive relation to employee satisfaction (Gardiner & Whiting, 1997). When employees feel empowered, they are more satisfied, they have the feeling that they are of more value to the organisation, and they will be more positive towards their own learning and self-development. Employees can also be empowered by providing them with more responsibilities and autonomy. According to the article by Sprigg, Jackson, & Parker (2000), employee satisfaction increases when employees have more autonomy (Sprigg, Jackson, & Parker, 2000).

To summarize this chapter, employee satisfaction is important, among others, to lower employee turnover and costs, and to increase performance (Myšková, 2011). There are many antecedents that affect employee satisfaction. However, several of these antecedents are dependent on the individual and/or the organisation (Urošević & Milijić, 2012). Therefore, there is not one standardized way to determine employee satisfaction within an organisation. For each organisation, antecedents might have a different impact.

Also, since the current available literature is mostly focused on employee satisfaction in organisations with a hierarchical organisational structure, it is interesting to study the antecedents that affect employee satisfaction of employees in non-hierarchical organisations. There is not much research

performed to employee satisfaction in such organisational contexts, in which employees have many responsibilities and little supervision from a central manager or board. Therefore, this research aims to create an overview of important antecedents that affect employee satisfaction in self-managing organisations such as Buurtzorg.

In addition to the previously mentioned insight that the antecedents and their effect on employee satisfaction might differ between organisations, it is also noticeable that the literature used for this statement is mainly focused on employee satisfaction in hierarchical organisations. This study is performed for Buurtzorg, a non-hierarchical organisation that makes use of self-managing teams. To add to the uncertainty that the impact of antecedents of employee satisfaction can differ between organisations with the same organisational structure, there is even more uncertainty with regard to the impact of these antecedents in organisations with a different organisational structure. Therefore, it is interesting to study the antecedents in this different context, and to check for antecedents of employee satisfaction that overlap and/or differ in hierarchical and non-hierarchical organisational structures.

To support this, the studies by Abolade (2020) and Nene et al. (2019) state that organisational structure has a significant effect on employee satisfaction (Abolade, 2020; Nene & Pillay, 2019). This has several reasons (Abolade, 2020). For example, the organisational structure influences the communication. Also, employees should have the correct tools to perform their work. The necessary tools differ according to the organisational structure. An example is tools to perform administrative tasks. Self-managing neighbourhood care teams do not have an employee dedicated to perform administrative tasks, and they often need to do their administration on the road and in a short period of time. Therefore, they need different tools than an employee that is hired to perform solely administrative tasks in an office. The necessary tools that employees need might thus differ according to the organisational structure. Also, the organisational structure should fit the goals and objectives of the organisation. This is also supported by the research of Alipoor et al. (2017). They state that when the organisational structure requires many regulations, much complexity and much formality, employee performance will decrease (Alipoor, Ahmadi, Pouya, Ahmadi, & Mowlaie, 2017).

Therefore, these studies support the statement that the effects of antecedents differ between organisational structures. In addition, some antecedents will by name be overlapping, but the substance of those antecedents might nevertheless differ between organisational structures. This means that employees in non-hierarchical organisations will most likely have other needs than employees in hierarchical organisations. This study is performed in order to identify these overlapping and/or differentiating antecedents of employee satisfaction, in order to provide specific recommendations for Buurtzorg to improve and/or maintain their employee satisfaction.

In addition, other organisations can also take advantage of these study results. Currently, more and more hierarchical organisations are shifting towards having a non-hierarchical organisational structure (Bruin,

Doodkorte, Sinervo, & Clemens, 2022; Renkema, Bondarouk, & Bos-Nehles, 2018; Weerheim et al., 2019). However, these changes in organisational structures lead to several challenges (Weerheim et al., 2019). One of these challenges is the shift of responsibilities, from a top-down towards a bottom-up approach (Renkema et al., 2018). Also, a shift in management style is required. In a non-hierarchical organisation, there is more need for coaching nurses than there is for managing nurses (Bruin et al., 2022). These challenges result in issues during the shift from one organisational structure to another. However, a change in organisational structure is easier when employees are supportive about this change.

The cause of this shift in organisational structures is an employee shortage. This is especially an issue in healthcare, since there is an aging population with an increasing care demand. However, it is also more difficult to find and retain health care employees (Bruin et al., 2022), which exacerbates this employee shortage problem in this sector. Therefore, it is important to keep employees satisfied and attached to the organisation, also during a change in organisational structures. Otherwise, the issue of employee shortage will only become larger. By identifying antecedents that will satisfy employees in self-managing organisations, hierarchical organisations that want to make this shift towards a non-hierarchical structure can also focus on these antecedents. This enables organisations to keep their employees satisfied and motivated during the organisational change, and it will keep the employees attached to the organisation.

Chapter 3. Research method

In this chapter, the method that is used to answer the sub-questions and the main research question of this study is described. First, the outline of the method will be discussed, introducing the method and explaining the choices that have been made. Second, the data collection will be elaborated upon. Third, the method that is used to analyse the outcomes and to create the results will be described.

Chapter 3.1. Outline of this study

This study consisted of three phases.

- Phase 1: literature review to identify antecedents of employee satisfaction
- Phase 2: interviews with Buurtzorg neighbourhood care team employees
- Phase 3: quantitative data preparation and analysis
 - o Quantitative data preparation
 - o Data analysis in SPSS

In this study, it is decided to use both qualitative and quantitative research methods. In the following paragraph a broad outline of the used method will be given, after which the different phases of this research will be explained in more detail.

First, a literature review was performed in order to determine on which antecedents of employee satisfaction to focus this study (sub-question 1). During this literature review, it was noticed that most literature is written based on hierarchical organisations, but this study focuses on an organisation that uses self-managing teams. Therefore, it was necessary to determine whether the antecedents mentioned in literature are also considered relevant to employees in self-managing teams (sub-question 2). To do so, interviews were held. Besides checking for this possible overlap in relevant antecedents, the interviews are also held to gain additional insights in antecedents that are specifically important for employees in non-hierarchical organisations. After the interviews were held, a comparison was made between the results from the literature review and the interviews. It was ought to include all antecedents of employee satisfaction that are identified by answering sub-question 1 and 2 in the continuation of this study.

For the antecedents that are identified to include in this study, data from Effectory¹¹ was extracted to determine what the degree of influence (weight/size/direction) of these antecedents on employee satisfaction is (sub-question 3). Once it is determined what the weight, size and direction of the effect of the antecedents of employee satisfaction is, recommendations can be written for Buurtzorg. These recommendations are based on the results of this research (interviews and data analysis) and on the available literature regarding this topic. The goal of the recommendations is to give Buurtzorg

¹¹ Effectory - Listen. Learn. Lead. (Unknown). Over ons. *Wij zijn Effectory*. Accessed at June 18th 2023, via <https://www.effectory.com/nl/over-effectory/>

attention points regarding antecedents of employee satisfaction, to provide them with handles about what they should focus on in order to maintain and/or improve employee satisfaction. As is mentioned before, having satisfied employees results in many advantages.

Chapter 3.2. Literature review to identify antecedents of employee satisfaction

Below, the steps that have been taken to answer sub-question 1 will be elaborated upon. Sub-question 1 is: Which antecedents affect employee satisfaction according to the literature? This sub-question is answered by performing a literature review. The literature review consisted of several steps.

First, search terms have been identified. Search terms that are used are; self-managing teams, self-regulating teams, autonomous teams, non-hierarchical teams, neighbourhood care organisations, home care organisations, non-hierarchical organisations, employee satisfaction, employee dissatisfaction, staff satisfaction, staff dissatisfaction, employee happiness, employee gratification. These search terms are used in different compositions in order to find relevant literature about the topic of this study.

Second, search conditions have been determined. Articles should be written in English or Dutch to be included. Also, articles should have an open access or could be opened via an University of Twente account. The subject area has been limited to ‘business, management and accounting, social sciences, and medicine’. The search has also been limited to articles from journals that are final. The database that has been used is Scopus.

Third, the search terms are imported in different compositions in Scopus. Articles relevant for this study are selected by a first selection based on the article title, a second selection based on the abstract, and a third selection by reading the introduction and conclusions. When it was decided to include an article in this research, the whole article was read by the researcher.

In the results chapter, an overview of the antecedents of employee satisfaction that are identified in the literature review can be found.

Chapter 3.3. Interviews with Buurtzorg neighbourhood care team employees

In order to identify antecedents of employee satisfaction that are specifically important for employees in non-hierarchical organisations, sub-question 2 needs to be answered. Sub-question 2 is: Which antecedents affect employee satisfaction according to neighbourhood care team employees of Buurtzorg? In order to answer this sub-question, interviews are conducted.

Before selecting interviewees for the interviews, an information letter and the interview scheme were developed. The information letter contained all information regarding this study and handling the retrieved data. The interview scheme contained all questions that the interviewer wanted to ask. The information letter and the interview scheme are added in respectively appendix A and B. The interviews that are performed are structured interviews, since the questions are determined and written down before

the interview took place. The questions in the interview scheme are drawn up as a result of the literature review. In order to verify the findings from the literature review, the interviews are held. Therefore, the main focus of the interviews should be on finding out whether the interviewees mention the same antecedents of employee satisfaction as the antecedents that are found in literature. In addition, the interviewees might mention additional antecedents that are not identified in the literature review. Besides, some basic questions will be asked to retrieve insights into the demographics of the interviewees.

In order to obtain interviewees for this study, names have been randomly drawn out of the employee registration of Buurtzorg. 16 Of those names are shared with the researcher. These 16 employees are employees that work in the self-managing teams, but they have different demographics. They work in different areas, fall within different age categories, and have a different amount of work experience. Besides, in correspondence to the male/female division within Buurtzorg, more female employees are included in this study than male employees. Possible interviewees were contacted via email, in which the cause of this study was described and to which the information letter was attached.

After reading the information letter, nine employees agreed to participate in this study. Interviews were held via a video call with Microsoft Teams. The interviews took approximately 25 minutes to complete. The interviews were recorded (after permission was granted by the interviewee), enabling the interviewer to focus on asking questions instead of making notes.

The interviews are transcribed with the help of the online software programme Amberscript. After the interview has been transcribed by Amberscript, the transcript was checked for errors by the interviewer. After transcribing the interviews, the transcripts are imported in Atlas Ti 22 to start the coding process.

The coding processes consisted of three phases; 1) open coding, 2) axial coding, and 3) creating a theory. In the first phase, a broad range of codes is created by giving each (set of) sentence(s) a code. In this case, the code was a (set of) word(s) that specifically indicated what the sentence(s) was about. This resulted in 1303 codes. In order to create a better overview of the codes, the second phase of coding was used to divide the different codes among several code groups. A code group is an overarching theme, to which multiple open codes from the first phase can be added. First, the codes were divided over code groups that were created by the interviewer. Second, the codes are again divided over code groups, but this time over code groups based on the literature review of this research. This means that the second phase of coding has been executed twice in this study. This resulted in a total of 50 code groups over which the 1303 codes are divided.

Once the open codes (first phase) are structured in code groups (second phase), the third phase can start. In the third phase, a theory will be created resulting from the coding process. This results in a conclusion regarding the antecedents of employee satisfaction according to employees of the self-

managing teams. Besides, it is determined whether the antecedents identified in the interviews overlap with the antecedents identified in the literature review, and whether there are new antecedents identified that are specifically important for employees in self-managing teams. The results of this phase and the answer to this sub-question can be found in the next chapter.

Chapter 3.4. Quantitative data preparation and analysis

In the following section, the method to answer sub-question 3 is elaborated upon. Sub-question 3 is: What is the degree of influence (weight/size/direction) of the antecedents that affect employee satisfaction? Before the data analysis to answer this sub-question can be performed, the data needs to be prepared. The different steps that have been performed to answer this sub-question are described below.

Chapter 3.4a. Data preparation

The data that is used in this research is provided by Effectory. Every year, at the request of Buurtzorg, Effectory sends out a questionnaire to Buurtzorg employees in order to measure employee satisfaction. The data that is used in this research is from the questionnaire from the year 2021. The response rate of the survey is 44.9%¹². The data consists of the questionnaire itself with the corresponding answer possibilities (on a scale from 1 to 5), and the answers that the respondents gave displayed per respondent. The data is anonymised, therefore it is not possible to determine from which teams, regions, etcetera the respondents are. Also, it is unknown what the demographic characteristics of the respondents are, such as age, educational background and gender.

Before the analysis of the quantitative data could start, the raw data was prepared. Several steps are undertaken to prepare the dataset.

The first step was to label the questions. In the raw dataset, the questions were labelled with a question ID. However, this question ID made it difficult to include data in the analysis, because it was constantly necessary to connect the ID to the question (theme). Therefore, the questions are labelled, meaning that the theme of the question was used as a label to indicate the question. By doing this, it could easily be seen what the question was about and which questions should be included in the analysis.

After labelling the questions, the raw dataset was checked for missing values. First, it was checked whether certain respondents stood out in terms of missing values. Second, it was checked if certain questions stood out in terms of missing values. If this is the case, it might indicate that a certain question is either not relevant to the respondents, or they find it difficult to answer the question. If a certain question theme has many missing values, this might say something about the question or the research population. However, no themes or respondents stood out in terms of missing values, thus it is decided to not remove any questions and/or respondents from the dataset.

¹² Effectory – Listen. Learn. Lead. (2021). 2021 presentatie uitkomsten medewerkerstevredenheid onderzoek Buurtzorg. *Jullie resultaten: headlines. Respons*. Retrieved at December 16th 2022.

The third step was to check whether the answer options could be read the same for all questions. By this, it is meant whether the scores 1 and 5 (on a scale from 1 to 5) are in all questions the most positive or negative answer option, or that it differs per question. This is necessary to check, because it influences the analysis and the way to read the output if this is not the same for all questions. However, for all questions, except for the following exceptions, the answer option “1” was the most positive option, and “5” the most negative option.

- For question ID 3786502 (label; type of unwanted client behaviour) and 3786505 (label; type of unwanted co-worker behaviour), the answer options are examples of undesirable behaviour. This means that all answer options are negative, but they indicate different types of behaviour.

It is important to note these exceptions, since the results should be interpreted differently if the data related to these questions is included in the analysis.

The fourth step was to see about which topics/antecedents there is data. The list of antecedents that are identified from the literature review was held next to the questionnaire, and for each question it was checked whether the question referred to one of the antecedents. If this was the case, these antecedents were written down in a separate column, so that it was clear how many questions were asked about each specific antecedent. In addition, it was checked which antecedents were most frequently included in the questionnaire. The results from this comparison are displayed in the results chapter.

Chapter 3.4b. Data analysis in SPSS

The prepared dataset is uploaded in IBM SPSS Statistics 27 (from now on referred to as ‘SPSS’). First, all measures are set to scale, since the available data consists of a questionnaire where the answer options are measured on a scale (from 1 to 5). Second, the dataset was checked for a normal distribution. The normal distribution has been checked by creating histograms in SPSS. In addition to the histograms, the normal distribution line has been visualized in the histograms. When looking at the histograms, no variables stood out. Therefore, it can be concluded that all variables included in this analysis are normally distributed.

In this study, the weight/size/direction of the effect of different antecedents on the dependent variable, employee satisfaction, are studied. In order to determine whether these effects are actually existing, the dependent variable employee satisfaction should be established. Several questionnaire questions have been combined to reflect employee satisfaction. To determine whether these questions truly represent employee satisfaction, Cronbach's Alpha is measured.

The questions that are included in the Cronbach's Alpha analysis are:

- I enjoy working for Buurtzorg for the upcoming 1 to 2 years.
- In the past 3 months, I undertook action to find another job or I plan to do so in the upcoming 3 months.
- I am satisfied with Buurtzorg as an organization.
- How likely are you to recommend Buurtzorg as an employer to your friends and acquaintances?

The data corresponding to these questions have been included in the SPSS analysis to determine Cronbach's Alpha. This resulted in the following output:

Reliability Statistics	
Cronbach's Alpha	N of Items
.720	4

Figure 3. Output of the SPSS analysis to determine the Cronbach's Alpha.

As can be seen in figure 3, the Cronbach's Alpha is .720. When the value of the Cronbach's Alpha is between .70 and .80, the internal consistency is 'acceptable'. This means that the included variables sufficiently represent employee satisfaction. Therefore, these variables have been computed in SPSS to create the new variable; employee satisfaction.

Next, a univariate analysis was performed. The string in SPSS that has been used is: analyse -> general linear model -> univariate ... -> covariate (the independent variables), dependent variable ('employee satisfaction'), model: build terms (move all variables to the right, choose 'main effects'), options: parameter estimates -> OK.

In the following chapter, the results of the univariate analysis will be presented. Following these results, answers to the sub-questions of this study will be provided.

Chapter 4. Results

In this chapter, the results of this research are provided. To start, the results and answers of the three sub-questions will be elaborated upon. Following from these results, an overall analysis is performed to identify the antecedents that overall affect employee satisfaction the most. In chapter 5, recommendations are provided regarding the antecedents identified in the overall analysis.

Chapter 4.1. Antecedents of employee satisfaction identified from literature

Below, the results of sub-question 1 will be elaborated upon. Sub-question 1 is: Which antecedents affect employee satisfaction according to the literature?

In the literature review, antecedents that affect employee satisfaction have been identified. Below, these antecedents are divided into several categories. Per antecedent, the definition and the actions that are proposed in literature to increase the employee satisfaction are provided. Noteworthy, the antecedents that are found in literature are mainly focused on hierarchical organisations, while Buurtzorg does not make use of such an organisational structure.

Category 1: Context

Antecedents that are assigned to this first category, are antecedents that determine the surroundings the employees are working in. These factors are:

Work conditions

Definition: work conditions, also called organisational climate, can be defined as the work environment and the employees' experience of policies, practices and procedures in an organisation (Schneider, Ehrhart, & Macey, 2012; Schulte, Ostroff, & Kinicki, 2006).

Actions/best practices: Important work conditions that have a positive influence on motivation and employee satisfaction, are job enlargement and job enrichment (Kuipers & Stoker, 2009). Continuously challenging and motivating employees to improve, turns out to have a positive effect on the quality of work, turnover, but also on employee satisfaction. Therefore, it is a best practice to create a work condition/organisational climate with a challenging environment.

Leadership

Definition: leadership is not always based on hierarchy. A study by Silva, A. (2016) defines leadership as: "the process of interactive influence that occurs when, in a given context, some people accept someone as their leader to achieve common goals" ((Silva, 2016)p.4). This definition shows that leadership is not determined by one person, but by the leader, the followers and the context.

Actions/best practices: leading a self-managing team requires a different approach to leadership than leading an hierarchical organisation (Druskat & Wheeler, 2003). The leading role is more complex in self-managing teams, since there is a lack of rightful control over the team's actions, but the leader is

held accountable if something goes wrong. However, effective leaders should understand the perspectives of the team members, but also that of other positions in the organisation. This is necessary in order to know how to lead the team and the organisation towards effectiveness. Besides, the leaders should determine their leadership strategy based on the team. One team prefers a leader which leads the team a bit more loosely, while other teams prefer leaders with strict regulations. A good leader knows what its team needs and adjusts its leadership style towards the needs of the team. In addition, a good leader always tries to enable interactions that lead to effective decisions. A good leader also knows what the effects of its actions and interactions are for the future.

Work group (team characteristics)

Definition: a work group is a group of co-workers that work together in a team (Sageer et al., 2012).

Actions/best practices: When employees interact with each other in a group they tend to be more satisfied than employees that work more individually/isolated. According to Sageer et al., 2012, there are four factors that should be taken into account when using work groups: relationship with group members, group dynamics, group cohesiveness, need for affiliation (Sageer et al., 2012). These factors can be seen as characteristics of the workgroup. Therefore, from now on, this antecedent will be referred to as 'team characteristics'.

(Financial) rewards

Definition: rewards are compensations that employees receive for their work (Latif et al., 2013). An example of a reward is a payment or bonus.

Actions/best practices: Employees are increasingly demanding different types of rewards (Latif et al., 2013). Besides, employees like to have the opportunity to decide which type of rewards they prefer. These are not only monetary rewards, but also other types of rewards. Employees are sometimes even prepared to exchange some of their salary for other rewards. Therefore, a best practice regarding rewards is that there should be an opportunity for employees to choose between different types of rewards.

Category 2: Growth opportunities

Antecedents that are assigned to this category, are opportunities that are offered to employees to increase their knowledge and capabilities.

Career development

Definition: Career development is not a stage, it is a lifelong process (Chen, 1998). During this process, a person takes on different roles and has to cope with his/her (dynamic) environment. This interaction between an individual and its environment (partly) determines career development.

Actions/best practices: Organisations should provide development and build programs for all employees. This means that there should be equal opportunities for growth. Also, organisations should provide the employees with opportunities to use their abilities, skills and creativeness (Sageer et al., 2012).

Increase of knowledge

Definition: increase of knowledge consists, in this case, of the opportunities to learn and the offered opportunities for training and improvement programs. It will lead to more confidence among employees, which in turn leads to higher employee satisfaction (Nyukoron, 2016; Pantouvakis & Mpogiatzidis, 2013).

Actions/best practices: Organisations should support that knowledge is created, transferred, increased, but also that employees are able to use their knowledge in order to produce the desired results (Nyukoron, 2016). New ways of thinking should be developed and supported.

Employee empowerment

Definition: The freedom that employees receive to make decisions (Carless, 2004; Rizwan et al., 2013).

Actions/best practices: Employee empowerment results in satisfied employees, meaning that it is a best practice to focus on creating opportunities for employee empowerment (Rizwan et al., 2013). One of these opportunities is providing employees with more autonomy (Sprigg et al., 2000).

Communication

Definition: communication in terms of communicating the mission, objects and progress of the organisation, but also communication in terms of giving feedback and input to improve performance (Sageer et al., 2012).

Actions/best practices (Sageer et al., 2012): It is important to inform employees on the organisation's status. Status includes all kinds of aspects, such as the position, issues, and challenges of the organisation, but also the progress that the organisation makes. Besides, if employees are informed about such aspects, but also about things like the mission and vision of the organisation, the organisation can benefit most from the knowledge and competencies that the employees bring to the organisation. Therefore, a best practice regarding communication is that proper communication channels are in place, in order to increase the communication between employees.

Category 3: Personal characteristics

Category 3 consists of antecedents that can differ between individuals within a team/organisation.

High vs. low experience

Definition: work experience can be defined as; “the amount of job-related experience an individual has accumulated over the course of his/her career” ((Ng & Feldman, 2009)p.1055).

Actions/best practices: Noteworthy, work experience is a multilevel concept. Therefore, the focus should not only be on quantitative experience, but also on qualitative experience (Tesluk & Jacobs, 1998).

Individual characteristics

Definition: personal characteristics, such as personality, expectation, age, education and gender (Sageer et al., 2012).

Actions/best practices: Individual characteristics can influence the motivation of the employees to work effectively and efficiently (Sageer et al., 2012). According to Sageer et al. (2012), there are five antecedents that determine employee satisfaction. Below, these five antecedents and the corresponding best practices will be described.

1. Personality. The personality and the capabilities of the employee should be suitable for the job in order for the employee to be satisfied.
2. Expectation. The expectations of an employee influences its satisfaction. Because if an employee receives more outcome than he expected beforehand, he will be more satisfied. However, the other way round, receiving less outcome than expected results in a feeling of dissatisfaction. Therefore, the expectations of the employees should be fitting the situation.
3. Age. This has to do with the acceptance of new ways of working. In general, younger employees adapt easier to new situations/technologies, while older employees feel more resistance. This resistance can lead to more employee dissatisfaction.
4. Education. More education leads to more satisfied employees. Education gives employees the opportunity to develop themselves, and it gives employees rationality. Therefore, focus should be on continuous learning for employees.
5. Gender differences. According to Sageer et al. (2012), “women are more likely to be satisfied than men” ((Sageer et al., 2012), p.37).

Job satisfaction

Definition: job satisfaction is defined as the level on which employees enjoy the work they perform (Abraham, 2012; Aydogdu & Aşıkil, 2011).

Actions/best practices: Job satisfaction is only a part of employee satisfaction. Employee satisfaction is a broader concept that includes the organisational context, whereas job satisfaction focuses mainly on the level that an employee is content with the work they perform and the pay they receive (Aydogdu & Aşıkil, 2011). However, in order to create high levels of employee satisfaction, it is important to also focus on job satisfaction. Also, job satisfaction (indirectly) leads to less turnover, less absenteeism, higher productivity, and higher overall satisfaction.

Category 4: Supporting resources

Category 4 consists of antecedents that are supporting resources, meaning resources that support the employees in fulfilling their tasks.

Equipment/resources

Definition: Equipment and resources are means that should support and alleviate the employees when fulfilling their tasks.

Actions/best practices: organisations should make sure that they facilitate fitting tools, equipment and resources for their employees to use to support their working activities (Sageer et al., 2012). Employees should not experience obstacles due to a lack of resources. An example of a tool is an online application to store and share information, but it can also be something more physical like an iPad. However, according to the article by Woolhandler & Himmelstein (2014), “More extensive use of electronic medical records was associated with a greater administrative burden.” ((Woolhandler & Himmelstein, 2014), p. 635). This administrative burden is in turn associated with decreased employee satisfaction. Thus, on the one hand employees should not experience barriers due to a lack of resources, but on the other hand employees should not feel burdened by having to use too many resources, such as electronic medical records.

Chapter 4.2. Results of the interviews with Buurtzorg neighbourhood care team employees

As mentioned in the method section, interviews have been conducted to answer sub-question 2. Sub-question 2 is: Which antecedents affect employee satisfaction according to neighbourhood care team employees of Buurtzorg? The characteristics of the included interview population are summarized in the table below (table 2).

Table 2. Descriptive statistics of included interview population.

		N=9	
		Freq.	%
Gender	Male	2	22.22
	Female	7	77.78
Age	<21 years	0	0.00
	21-30 years	2	22.22
	31-40 years	1	11.11
	41-50 years	1	11.11
	51-60 years	5	55.56
	>61 years	0	0.00
Education	Secondary vocational education (Dutch: MBO)	2	22.22
	Higher professional education (Dutch: HBO)	7	77.78
	University (Dutch: WO)	0	0.00
Work experience within Buurtzorg	<5 years	4	44.44
	5-10 years	5	55.56
	>10 years	0	0.00
Current working situation	Employee of Buurtzorg	7	77.78
	Former employee of Buurtzorg	2	22.22
Employee satisfaction grade	<5	0	0.00
	6	2	22.22
	7	1	11.11
	8	3	33.33
	9	2	22.22
	10	1	11.11
Province	Groningen	1	11.11
	Friesland	0	0.00
	Drenthe	1	11.11
	Overijssel	3	33.33
	Flevoland	0	0.00
	Noord-Holland	1	11.11
	Zuid-Holland	1	11.11
	Utrecht	0	0.00
	Gelderland	2	22.22
	Noord-Brabant	0	0.00
	Zeeland	0	0.00
	Limburg	0	0.00

After the interviews have been conducted, they have been transcribed and coded. The code groups that have been used in this coding process are based on the results of the literature review. The code groups refer to antecedents of employee satisfaction. The individual codes are divided over these groups, in order to determine which antecedents are mentioned most frequently by the interviewees. The results of this analysis can be seen in table 3.

Table 3. Overview of the frequency of interview codes.

Antecedents (based on literature)	#codes	%code
Work conditions	123	13
Leadership	45	5
Work group (team characteristics)	158	17
(financial) rewards	52	6
Career development	6	1
Increase of knowledge	37	4
Employee empowerment	89	10
Communication	131	14
High vs. Low experience	32	3
Individual characteristics	74	8
Job satisfaction	120	13
Equipment/resources	68	7
Total	935	100.0

In the table, it can be seen that the antecedents work conditions, team characteristics, employee empowerment, communication, and job satisfaction are mentioned most frequently by the interviewees. Below, it is mentioned, per antecedent, how the interviewees interpreted these topics. The insights in the antecedents below are based on the interviews with interviewees 1 till 9.

Regarding the antecedent work conditions, among others the following comments have been made. If employees need any resources, they can always contact Buurtzorg (I. 6). Also, each team has a region coach that they can contact for support (I. 1, I. 2, I. 3, I. 5, I. 6, I. 7, I. 8). Next, it is always possible to contact the headquarters in Almelo (I. 1). In both cases, interviewees mention that they quickly received the help they needed. The interviewees also mentioned they like that they are enabled to deliver client focused care (I. 1). Besides, employees in general receive a lot of freedom within Buurtzorg (I. 1, I. 2, I. 4, I. 6). To add to this, Buurtzorg has good working conditions (I. 2), such as scaling their employees a salary scale higher than other neighbourhood care organisations do (I. 1, I. 2, I. 3, I. 4, I. 6, I. 8). Due to the higher salary scale, Buurtzorg employees have more career development opportunities within their scale (I. 1, I. 4). Some negative comments regarding the work conditions are that teams need to find their own office space (I. 5). They have a budget for this, but finding an office space is sometimes difficult. Also, the online platform, the BuurtzorgWeb, is complex (I. 2, I. 5, I. 8). Many features are unknown to the interviewees. Creating a good work/life balance is also difficult, since the interviewees state that when they have a contract with many hours, they have to work many days to make all these contract hours (I. 1, I. 3, I. 5, I. 6). It is not possible to create eight hour working days in neighbourhood care, in contrast to working longer shifts in a hospital (I. 1).

About team characteristics, the following comments have been made. Interviewees state that there is a difference between male and female co-workers (I. 4). Female co-workers feel bad about certain problems for a longer period of time compared to male co-workers. Besides, if the team has been together for a long time, interviewees state that it becomes easier to work together since you are better aware of each others qualities and pitfalls (I. 1). Also, if the average age in the team is higher, interviewees state that it becomes easier to give and receive feedback (I. 1).

Buurtzorg offers its employees many possibilities for employee empowerment. Interviewees state that there are many training opportunities (I. 1, I. 4, I. 8). Besides, interviewees feel appreciated (I. 1, I. 2, I. 6, I. 9). Also if the team has an idea for an activity or something else, the team can ask for a budget to follow-up on their ideas (I. 4, I. 6, I. 8). Interviewees state that it feels good to be given these opportunities.

There are multiple communication channels within Buurtzorg. First, the BuurtzorgWeb is used for communication. Besides, email and phone calls are used, and most teams have two-weekly team meetings (I. 1, I. 2, I. 3, I. 4, I. 5, I. 6, I. 7, I. 8, I. 9). In addition, it is necessary that the team members feel safe to discuss mistakes with each other, in order to learn from them (I. 8). Also, Buurtzorg clearly communicates boundaries (I. 1). The teams should perform within those boundaries. However, when teams perform outside these boundaries, teams do receive some time to try to solve it themselves, before Buurtzorg intervenes (I. 1).

Regarding job satisfaction, the interviewees stated the following. The work is differentiating, since Buurtzorg employees are generalists (I. 3, I. 4, I. 7). Employees need to be able to do everything (with their team). This makes the tasks varying. However, the tasks are sometimes not really challenging, and both employees with a background in secondary vocational education and higher professional education can work in the self-managing teams (I. 9). In addition, the team needs to provide all care to their clients. But if someone in the team is ill, the team needs to solve that themselves. Meaning the other employees should fill in and thus work more (I. 1, I. 5, I. 6). Also, autonomy is seen as positive, but sometimes it makes decision making more difficult since there is not one leader that makes all decisions (I. 9).

These interview results show which antecedents, identified in the literature review, also affect the experienced employee satisfaction of the interviewees that work in a non-hierarchical organisation. Besides identifying whether the antecedents that are found in the literature review, that mainly focused on employee satisfaction in hierarchical organisations, are also relevant for employees in self-managing teams, the interviews also had another goal. The interviews are also conducted to possibly identify new antecedents that specifically matter to employees that work in non-hierarchical organisations.

When looking at the results of the literature review in chapter 4.1, and the results of the interviews presented above, it can be seen that there is some overlap but also some differentiation in the antecedents that have been identified. The antecedents that overlap are; work conditions, leadership, team characteristics, rewards (salary), career development, increase of knowledge, employee empowerment, communication, experience, job satisfaction, and equipment/resources. Regarding the antecedents that differentiate, there are two possibilities. Some antecedents have been mentioned by the interviewees, but are not identified in the literature review. Also, some antecedents that have been identified in the literature review, are not mentioned by the interviewees. Below, the antecedents that are identified in only one of the methods are elaborated upon.

The antecedent flexibility is mentioned in the interviews, but is not identified during the literature review of this study (I. 4, I. 5, I. 6, I. 8, I. 9). In self-managing neighbourhood care, there is a lot of flexibility due to the fact that the teams schedule their own care routes. Besides, everyone is a generalist, so everyone can fill in for each other. This provides employees with a certain amount of flexibility that they do not have in, for example, a hospital. Another antecedent that is mentioned by the interviewees, is that they need to worry more about the employee shortages than employees in hierarchical organisations (I. 1, I. 3, I. 4, I. 9) Since the self-managing teams are also responsible for finding their own employees, the employees do not only provide care to their clients but they also function as human resource workers. They need to attract possible new team members, but they also have to perform the solicitation interviews themselves. Interviewees mention that this is difficult, since they are not trained to do these human resource tasks. Also, it results in more stress and a higher workload, because the employees need to take over the care routes of the employee that left, while at the same time having to find a replacement. In addition, in a hierarchical organisation there are often on-call workers available, but this is not the case for the self-managing teams. They need to find a replacement for a care route within the team. The interviewees state that this results in more stress and higher workloads.

Besides, there is also an antecedent which is only identified via the literature review, and that is not mentioned by the interviewees. This antecedent is individual characteristics. An explanation might be that this antecedent is mostly relevant for employees in hierarchical organisations, and not so much for employees in self-managing teams. Also, a possible explanation is that when the interviewees are asked about antecedents that affect their satisfaction, they do not necessarily think about antecedents/characteristics of their own.

From these results, it can be concluded that there is much overlap between the antecedents identified in the literature review and the antecedents mentioned by the interviewees. The antecedents that overlap are: work conditions, leadership, team characteristics, rewards (salary), career development, increase of knowledge, employee empowerment, communication, experience, job satisfaction, and equipment/resources.

In addition, the interviewees mention the level of flexibility and the need to work as human resource workers as antecedents that affect employee satisfaction. In the literature review, individual characteristics are mentioned as an antecedent that affects employee satisfaction. In the following chapter, it is explained which of these antecedents are included in the quantitative analysis and what the weight/size/direction of the effects of these antecedents is on employee satisfaction.

Chapter 4.3. Results of the quantitative data preparation and analysis

In this chapter, the results of sub-question 3 are discussed. Sub-question 3 is: What is the degree of influence (weight/size/direction) of the antecedents that affect employee satisfaction? As is discussed in the method section, the data had to be prepared before the analysis in SPSS could be performed. Below, the results of the data preparation and analysis in SPSS are elaborated upon.

Chapter 4.3a. Data preparation

Before the antecedents that are identified to answer sub-question 2 could be included in the quantitative analysis, the data had to be prepared. The different data preparation steps are mentioned in the method section. In addition, as is mentioned in the method section, it was checked on which antecedents data is available. In table 4, an overview is provided of the antecedents identified in the literature review, and the number of questions included in the questionnaire about each antecedent. In addition, it is determined for each antecedent what their share is in the questionnaire. This share is displayed as a percentage in table 4.

Table 4. Overview of the frequency of questionnaire topics.

Antecedents (based on literature)	#questions	%questions
Work conditions	16	14
Leadership	10	9
Work group (team characteristics)	20	18
(financial) rewards	1	1
Career development	6	5
Increase of knowledge	4	4
Employee empowerment	4	4
Communication	14	13
High vs. Low experience	0	0
Individual characteristics	22	20
Job satisfaction	9	8
Equipment/resources	6	5
Total	112	100.0

Noticeable is the overlap between the antecedents that are most frequently mentioned by the interviewees and the antecedents that are frequently asked about in the questionnaire. Since the antecedents work conditions, team characteristics, employee empowerment, communication, and job satisfaction are mentioned most frequently by the interviewees (table 3), this indicates that these antecedents are (most) important to them. And since table 4 shows that these questions are also frequently asked about in the questionnaire, there is quantitative data available to include in the analysis about these antecedents. Based on these results, the following hypotheses have been formulated and are summarized in the causal model below (figure 4):



Figure 4. Causal model.

*Below, it will be explained why the antecedent ‘individual characteristics’ is also included in this model.

The lines are the expected relations between the independent variables, the antecedents, and the dependent variable, employee satisfaction (of the employees of the self-managing neighbourhood care teams of Buurtzorg). It should be noted that, in this stage, the relations between the variables are only expectations. The expectations are summarized in the following hypotheses (table 5).

Table 5. Hypotheses for the antecedents; work conditions, team characteristics, employee empowerment, communication, and job satisfaction.

Hypothesis	Independent variables per antecedent*
<p>Antecedent A: work conditions</p> <p>There is a significant relationship between the independent variables of the antecedent work conditions, and the dependent variable employee satisfaction.</p>	<ul style="list-style-type: none"> • Working efficiently • Office space • Client orientated • Availability of resources • Support change • Unwanted client behaviour • Unwanted co-worker behaviour • Personal growth opportunities • Satisfying work circumstances • Work/life balance • Support headquarters
<p>Antecedent B: team characteristics</p> <p>There is a significant relationship between the independent variables of the antecedent team characteristics, and the dependent variable employee satisfaction.</p>	<ul style="list-style-type: none"> • Co-workers prioritize correctly • Support from co-workers • Team works efficient • Team uses individuals qualities • Knowledge sharing • Client first focus • Personality differences • Clear team goals • Satisfied co-workers • Satisfied about task division • Match care demand and provision

Antecedent C: employee empowerment

There is a positive significant relationship between the independent variables of the antecedent employee empowerment, and the dependent variable employee satisfaction.

- Getting opportunities
- Open to suggestions
- Feeling of appreciation

Antecedent D: communication

There is a positive significant relationship between the independent variables of the antecedent communication, and the dependent variable employee satisfaction.

- Address co-workers
- Sufficient communication within Buurtzorg
- Receiving compliments
- Clear work activities
- Discuss mistakes openly
- Clear individual goals
- Timely informed about change
- Informed about improvement points
- Clear expected individual results

Antecedent E: job satisfaction

There is a positive significant relationship between the independent variables of the antecedent job satisfaction, and the dependent variable employee satisfaction.

- Satisfied about work activities
- Performing meaningful work

* The descriptions of the independent variables per antecedent can be found in appendix D.

In addition, the antecedent “individual characteristics” is frequently asked about in the questionnaire (table 4), but is not frequently mentioned in the interviews. However, an interesting statement that has been made is that a person needs to be fitting to work in a self-managing team. Working in a self-managing team is not for everyone (I. 4). Besides this statement, no other statements have been made by the interviewees about individual characteristics. An explanation for the absence of the antecedent individual characteristics in the interview results, might be that when an interviewee is asked about antecedents that positively or negatively influences their satisfaction, the interviewees will mention antecedents outside of themselves. After this possible explanation, since there is much data available on this antecedent, and since this antecedent is also relevant for employee satisfaction according to the literature, it is decided to include this antecedent in this study. This leads to the following additional hypothesis (table 6):

Table 6. Hypothesis for the antecedent; individual characteristics.

Hypothesis	Independent variables per antecedent
<p>Antecedent F: individual characteristics</p> <p>There is a significant relationship between the independent variables of the antecedent individual characteristics, and the dependent variable employee satisfaction.</p>	<ul style="list-style-type: none"> • Understand reason of change • Co-workers can come to me • Contribute to success Buurtzorg • Supporting the goals of Buurtzorg • Acceptable emotional workload • Work gives me energy • Feeling fit • Work is physically feasible • Feeling of responsibility • Wanting to develop within work field • Open to new tasks • Knowledge about internal organisation • Dealing with stress • Dealing with change • Dealing with changes within team

In order to accept or reject these hypotheses, and to determine whether these relations actually exist, a quantitative analysis has been conducted. In this analysis, it was ought to determine whether there is a significant effect of one of these antecedents on employee satisfaction and what the weight/size/direction of this effect is.

Unfortunately, there is no quantitative data available on the two antecedents that have been mentioned by only the interviewees, namely the level of flexibility and the need to work as human resource workers. Therefore, these antecedents could not be included in the analysis. Also, as is mentioned in the method section of this study, individual characteristics such as age, educational background, and gender are not included in the questionnaire. Therefore, this data can also not be included in the quantitative analysis.

Chapter 4.3b. Data analysis in SPSS

In this section, the hypotheses will be accepted or rejected in order to answer the third sub-question of this research. The hypotheses will be accepted or rejected based on the results from the SPSS analysis. The results are displayed per hypothesis. Each hypothesis is about an antecedent. In the tables, the weight/size/direction of the impact of the independent variables, per antecedent, on employee satisfaction can be found. In the tables, only the independent variables that have a significant effect ($p < .05$) are included. A negative beta means that the presence of the variable has a decreasing effect on employee satisfaction, while a positive beta means that the presence of the variable has an increasing effect on employee satisfaction. The higher the beta, the bigger the impact.

Results of the univariate analysis

In the first part of this univariate analysis, it is checked per antecedent which variables significantly affect employee satisfaction. In the second part of this analysis, all significant variables per antecedent are included in an overall analysis, to determine which independent variables affect employee satisfaction the most.

Univariate analysis per hypothesis/antecedent

Before the hypothesis will be accepted or rejected, first it is checked whether the created models are accurate by looking at the Adjusted R Squared. The accuracy will be checked with the Adjusted R Squared, since it corrects for the high number of variables that is included in the analysis. When more variables are included, the R Squared tends to be higher, possibly resulting in an overestimation of the model accuracy. The Adjusted R Squared corrects for this overestimation, providing more reliable results.

The Adjusted R Squared has a value between 0 and 1. A value of 1 indicates that the model perfectly predicts values in the target population. Therefore, the closer the value is to 1, the better the model predicts the values. As can be seen in the table below (table 7), the values of the adjusted R Squared are almost all above .40. Only for the antecedent 'team characteristics', the value is below .40 (namely .286). This means that the model for team characteristics is (slightly) less accurate than the other models. Also, it can be seen that the overall model is the most accurate model, since it has the highest Adjusted R Squared. Since the values for the Adjusted R Squared are sufficiently high, it can be said that the models used in this research predict the values of the target population sufficiently accurate.

Table 7. Overview of Adjusted R Squared values per antecedent.

Antecedent	Adjusted R Squared
Work conditions	.471
Team characteristics	.286
Employee empowerment	.449
Communication	.434
Job satisfaction	.431
Individual characteristics	.460
Overall model	.594

In the following part of this results section, the hypotheses will be accepted or rejected. Per hypothesis, only the significant ($p < .05$) independent variables are summarized in a table. In addition, the beta's of the significant variables are included in the table. The complete output from the SPSS analysis can be found, per hypothesis/antecedent, in appendix E.

Chapter 4.3.1. Work conditions and employee satisfaction

Table 8. Antecedent 'work conditions', dependent variable 'employee satisfaction'.

Independent variable	Description	Beta	Significance
Availability of resources	The extent to which I have sufficient resources (machines and materials) to fulfil my job properly	-.068	.046
Support headquarters	The time it takes to receive help from Almelo when I need it	.193	.000
Working efficiently	The extent to which I am enabled to work efficiently within Buurtzorg	.144	.001
Client orientated	The extent to which working client orientated is a priority within Buurtzorg	.119	.013
Satisfying work circumstances	The extent to which I am satisfied about the circumstances in which I perform my job	.112	.003
Personal growth opportunities	The extent to which I am satisfied about my growth opportunities within Buurtzorg	.099	.002
Office space	The extent to which the office space I can use is pleasant	.064	.015
Work/life balance	The extent to which I experience a good balance between work and life	.058	.036

In table 8, the independent variables grouped under the antecedent 'work conditions' that significantly affect employee satisfaction are summarized. Noteworthy is the beta of availability of resources. This beta is negative, meaning that the more resources are available, the lower the employee satisfaction will be.

This result is surprising, since in the interviews the interviewees were mostly positive about the availability of resources that Buurtzorg offers. For example, interviewee 6 said the following: "If you need anything, from materials to clothing, you give them a call. Everything you need, they take good care of it" (I. 6). However, if it is assumed that the BuurtzorgWeb (the online platform Buurtzorg uses for, among others, communication and patient data) is a resource as well, this result is less surprising. One of the interview questions was about adding an extra option in the BuurtzorgWeb, which can be used to frequently measure and discuss employee satisfaction within the team. Interviewees 2, 5, 6, and 8 are not enthusiastic about this new possible feature for the BuurtzorgWeb. Interviewee 5 said: "The team must decide whether to fill it in or not. Whether it is desirable or not. They must not feel like it is mandatory to fill it in. I am very allergic to such mandatory things, it is all extra workload" (I. 5). In addition, interviewee 8 said: "There are already so many lists and things we need to fill in, and you want to add another one. I am uncertain if employees are going to fill it in" (I. 8). Interviewee 2 supports this: "There is already so much on the Web" (I. 2). Interviewees 4 and 7 are not against this new feature, but they assume that "it will only be used if someone experiences a problem" (I. 4, I. 7).

Since there is no follow-up question in the questionnaire about which available resources are stimulating or not for employee satisfaction, it is uncertain if this is the (only) reason for this negative beta.

Also noteworthy are the variables with the highest positive beta's, and thus the most impact on employee satisfaction. In table 8 it can be seen that these variables are: support headquarters, working efficiently, client orientated, and satisfying work circumstances.

The region coach is the first point of contact for Buurtzorg teams, meaning that if they need support from the headquarters, the first one to contact is the region coach. In the interviews, it is frequently mentioned, by all interviewees, that it is always possible to contact the region coach. "If we need her, she is there" (I. 2). Coaches are always available, but they have a supportive role. They are not going to solve the problem for the team, but they support the team to solve the problem themselves (I. 5, I. 7). Besides, if there are issues within the team, the team can contact a team building coach. Then a project will start to bring the team closer together. "She does this really well, if I see what she has already accomplished with us" (I. 2). In addition to the support of the region coach, interviewee 1 said: "the back-up from the office in Almelo is always very friendly and professional" (I. 1). To support this, interviewee 3 said: "we have a relatively small headquarter in Almelo, but it is nice that when you need someone, you are not put on hold but you can always reach someone or you receive a quick call back. They take really good care of us" (I. 3). Support headquarters thus has a positive beta, meaning that the more support from the headquarters is available, the higher the employee satisfaction. Concluding from these interview quotes, it can be stated that the interviewees are satisfied about the available support from the headquarters, and that this help stimulates their overall satisfaction.

In the interviews, multiple stimulating factors for working efficiently have been mentioned. Interviewee 8 mentioned: "Our team exists for a long time. My co-workers have been working together for 14 years, so they are really close to each other. In addition, they are a well-coordinated team. Therefore they might work more efficiently than teams that are less well-coordinated since they are newer" (I. 8). Since the teams are self-regulating, the teams also monitor their numbers. "We need to monitor for ourselves if our client/contract hours division is according to the Buurtzorg rules" (I. 6). In addition, if this is not the case, the team should notice and solve it themselves. "When a team member thinks, oh, this has been a bad week, we need to sit together and think about a solution. Should we take in more clients, should we reschedule the care moments, etcetera. We look at this together" (I. 1). Since the organizational culture of Buurtzorg consists of self-regulating teams, Buurtzorg assumes and stimulates teams to create an environment in which they can work efficiently. According to the interview quotes, they do this among others by providing rules and resources. As a result, an environment in which the teams can work efficiently will be created, which will lead to higher employee satisfaction.

According to the output of the SPSS analysis, working client orientated has a positive impact on employee satisfaction. Therefore, Buurtzorg should provide an environment in which delivering

client focused care is possible, which also fits their motto: “Eerst buurten, dan zorgen” (Brandsma & van der Cingel, 2016). According to interviewee 1, Buurtzorg is successful in creating this environment: “I have the feeling that we are providing, patient, client focused I should actually say, high quality of care” (I. 1). In addition, interviewee 5 says: “When clients say that they are happy about your team, that we work well together, that helps for my own feeling of satisfaction” (I. 5). Interviewee 6 mentions: “In the end, you do this work to make the clients happy. So when they are happy, we are happy” (I. 6). Therefore, by creating an environment for the employees to deliver client focused care, both the clients and the employees will be more satisfied, resulting in the positive beta for the variable client orientated.

In the interviews, several factors that can be grouped under satisfying work circumstances have been mentioned. Within the organizational culture of Buurtzorg, there is a lot of freedom for employees. Interviewee 1 mentioned: “You need to stay aware of the goals of Buurtzorg. There is so much freedom for the employees, about the number of clients you take on and how you are going to run things. You have to stay focused since you also have a goal for the company” (I. 1). There is a lot of freedom, but this stays within frames: “Buurtzorg gives us a frame. We have a paper with some rules of what we should minimally produce” (I.1). If these goals are not met, you do not immediately receive a notion from Buurtzorg: “you always have a margin where you have to stay in between” (I. 6). Besides, “no one looks to our numbers or summons us if the numbers are a bit low. Buurtzorg shows us their trust” (I. 5). In addition, Buurtzorg also shows their appreciation for their employees. One of the methods in which they show this is by giving their employees a higher salary than other neighbourhood care organizations. “We are in scale 55, while other neighbourhood care employees are in scale 50” (I. 1, I. 2, I. 3, I. 4, I. 6, I. 8.). Buurtzorg also has other extras for their employees to show their appreciation and to provide satisfying work circumstances. For example, by providing teams with a budget for burn-out protection (I. 4), by organizing congresses (I. 2, I. 3, I. 8), providing an (E)bike plan (I. 1, I. 2), by providing budget for team initiatives (I. 6), and other good employment conditions (I. 2, I. 4). The responses from the interviewees support the positive beta for satisfying work circumstances, since these quotes support that Buurtzorg is providing their employees with an environment in which they can happily, satisfied, perform their work. However, employees also mention a disadvantage for working at Buurtzorg. Interviewee 6 mentioned: “for the number of hours I work per week, I have to work many days. In other organizations you can work 24 hours in 3 days, but within Buurtzorg I need to work shorter shifts on 4 or 5 different days” (I. 6). This is also stated by interviewees 1, 3, 5, and 8. Buurtzorg already tries to meet the employees in the middle by allowing them to write a few hours for stand-by shifts (I. 8).

The other three independent variables within this antecedent have a relatively small beta, and thus a small (increasing) impact on employee satisfaction. These variables are: office space, personal growth opportunities, and work/life balance. Buurtzorg offers their employees many development opportunities, for example by organizing congresses (I. 2, I. 3, I. 8), by offering educational trainings (I. 1, I. 4), and by giving employees the opportunity to do a study next to their work (I. 4). However, other interviewees

(I. 7, I. 8, I. 9) mention that there are not many educational trainings offered by Buurtzorg. The mixed feelings of the interviewees might explain why the beta for this variable is not that high. The relatively low beta of the other variable, work/life balance, can be explained by the experience of the employees that this balance is difficult to create (I. 1, I. 3, I. 5, I. 6). Especially when the contract becomes bigger, it becomes more difficult to create the work/life balance (I. 1, I. 3, I. 5). In addition, interviewee 6 says: “If you have one day which you do not have to work, you will still work because you need to read the patient reports for the patients you have to visit the next day. So in the end you are still working if you only have one day off” (I. 6). Despite this, the interviewees mention that when you choose to work in neighbourhood care, you accept that having a work/life balance will be difficult. This explains why the beta for this variable is small, because the difficult balance does not result in a lower employee satisfaction, but it also does not stimulate it.

In conclusion, based on the SPSS analysis and the supporting quotes from the interviews, hypothesis A can be accepted for the independent variables in table 8. However, this hypothesis should be accepted with the note that one of the independent variables, namely availability of resources, has a significant negative impact on employee satisfaction.

Chapter 4.3.2. Team characteristics and employee satisfaction

Table 9. Antecedent ‘Team characteristics’, dependent variable ‘employee satisfaction’.

Independent variable	Description	Beta	Significance
Support from co-workers	The extent to which I can turn to my co-workers when I need help	.116	.024
Client first focus	The extent to which, within my team, the clients (needs) come first	.132	.003

Noteworthy is that from the 11 independent variables that have been included in the analysis of this antecedent, only these two have a significant effect on employee satisfaction. Both variables have a large, significant, positive effect on employee satisfaction, meaning that an increase in these variables leads to an increase in employee satisfaction (and the other way around).

Support from co-workers has a positive stimulating effect on employee satisfaction according to the SPSS analysis. The interviewees have varying experiences with their co-workers. Some of the interviewees say that their co-workers grant each other a lot and that they are always available to help each other when a problem occurs (I. 1, I. 3, I. 6, I. 8). Interviewee 5 said: “I will not leave Buurtzorg as long as our team stays the same” (I. 5). In contrast, interviewee 9 experienced that one of their co-workers felt alone, since: “you feel abandoned by your co-workers if you bear all the responsibility and the others don’t even try to look into it” (I. 9). In addition, interviewee 3 mentioned that one of their co-workers felt unsafe when alone with another co-worker. Interviewee 7 notes that leaving Buurtzorg had

to do with the team the interviewee was in. These examples of employees that are very satisfied or very dissatisfied with their co-workers, support the large beta for this variable. If the employees are very satisfied with the support from their co-workers, it will increase their satisfaction. But when they are less satisfied, it will also decrease their satisfaction and eventually lead to them leaving Buurtzorg.

In the results of hypothesis A, client focused was a variable. This had to do with the focus of Buurtzorg in general. Buurtzorg uses the motto: “Eerst buurten, dan zorgen” (Brandsma & van der Cingel, 2016). Client first focus has to do with the focus of the team. However, to fulfil this motto, the focus of the team members should be on the clients. Interviewee 4 gives an example of the considerations the team has to deal with. “Sometimes we need to quit a client route because we do not have enough employees. That is something the opinions of the team members differ about. Because on the one hand we need to think about ourselves, but on the other hand you want to provide your clients with the care they need” (I. 4). In addition, interviewee 6 said: “it is more often that we have to say no to new clients than that we have a shortage of clients” (I. 6). Since the interviewees want to deliver care to as many clients as possible, this employee shortage results in a lot of pressure. “This pressure should not take too long” (I. 6). As can be seen in these quotes, the Buurtzorg employees are very committed to their clients. Being able to put the client first satisfies them, and the moment they are no longer able to do so, they become less satisfied. That explains the beta for this variable.

From the 11 included independent variables of this antecedent, only two variables have a significant impact on employee satisfaction. These variables are support from co-workers and client first focus. The presence of these variables has a significant, stimulating effect on employee satisfaction. This means that hypothesis B can be accepted, but only for the two previously mentioned independent variables.

Chapter 4.3.3. Employee empowerment and employee satisfaction

Table 10. Antecedent ‘Employee empowerment’, dependent variable ‘employee satisfaction’

Independent variable	Description	Beta	Significance
Getting opportunities	The extent to which I get the opportunity to do what I am good at	.212	.000
Feeling of appreciation	The extent to which I feel appreciated by Buurtzorg	.320	.000
Open to suggestions	The extent to which my organisation is open to suggestions and new ideas	.079	.033

In contrast to the included variables to test hypothesis B, all included variables of the antecedent ‘employee empowerment’ have a significant impact on employee satisfaction according to this analysis. However, the amount of impact on employee satisfaction differs. Getting opportunities and feeling of

appreciation have a large impact on employee satisfaction, while the impact of open to suggestions is smaller.

Also in the interview quotes, it can be seen that getting opportunities is an important factor for employee satisfaction. For example, interviewee 5 said: “The self-managing part works well for me, since I have many skills and competences. I can do things myself and since I am someone who likes to do things myself, being able to do so makes a difference for me” (I. 5). In addition, interviewees mentioned: “I am happy with the amount of autonomy we have. Based on our experience and competences, we can decide how we, among others, organize the client documentation, how we provide care and how we work together as a team” (I. 3, I. 5). The interviewees are thus satisfied with the space they receive to use their own qualities in their work. This freedom gives them the opportunity to provide and organize the care the way that fits the team, and to do what they are good at.

Besides giving the employees opportunities to do what they are good at, Buurtzorg also shows their employees appreciation for the work they do. Multiple interviewees mentioned they feel appreciated by Buurtzorg (I. 1, I. 2). “Jos, the owner of Buurtzorg, has trust in his employees, that they have their heart in the right place and that they sufficiently want to do their job, that they want to stay competent, and that they are motivated to do their work” (I. 1). In addition, interviewee 3 said: “I really like this work and it is also satisfying that we are seen as fully-fledged by Buurtzorg” (I. 3). Interviewee 2 also feels this appreciation: “The trust from Jos is an important factor for my satisfaction. He always says: I have to be careful with my ladies. And that is the case. Because if we are not there, the work will not be done” (I. 2). Buurtzorg also shows its appreciation in terms of salary. Buurtzorg scales its employees one scale higher than other (home) care organizations. Besides a higher salary, this also results in more possibilities to grow (I. 1, I. 2, I. 3, I. 4, I. 6, I. 8).

Buurtzorg should also be open to suggestions according to the results of the SPSS analysis. Buurtzorg is already aware of this and organizes for example vision meetings to give employees the opportunity to make suggestions. “At the vision meetings, you can have a say in how things are going” (I. 8). “And as far as I can see, they do something with it” (I. 4). Besides, Buurtzorg provides a budget for team initiatives. As a team, you can make a suggestion for an activity that you would like to have a budget for (I. 6). So both on the policy level, via the vision meetings, as on the team level, via budgets for activities, Buurtzorg is open for suggestions.

In conclusion, hypothesis C can be accepted. As can be concluded from table 10, all three included independent variables have a significant, positive, effect on employee satisfaction. In addition, interviewees have also mentioned their experiences regarding these variables. By providing the employees with opportunities, by showing appreciation and by being open to suggestions, the employee satisfaction will increase.

Chapter 4.3.4. Communication and employee satisfaction

Table 11. Antecedent 'Communication', dependent variable 'employee satisfaction'.

Independent variable	Description	Beta	Significance
Sufficient communication within Buurtzorg	The extent to which the communication within Buurtzorg is sufficient	.301	.000
Receiving compliments	The extent to which my team compliments me when I do something good	.114	.003
Discuss mistakes openly	The extent to which I feel safe to discuss my mistakes openly	.087	.038
Clear work activities	The extent to which it is clear to me which work activities I should perform to do my job	.129	.007

From the nine included independent variables for the antecedent communication, four variables came out as significantly, positively, affecting employee satisfaction. The variable with the most impact on employee satisfaction is sufficient communication within Buurtzorg. Discuss mistakes openly has the least impact on employee satisfaction, nevertheless the impact is still positive and significant.

In the interviews, there is not much mentioned about the communication within Buurtzorg, meaning between the teams and the headquarters. Since the teams are self-managing, there is not much communication between them. However, the interviewees mention that it could be useful to be a bit more motivated to schedule annual performance appraisals, performance reviews and exit interviews (I. 1, I. 5, I. 7). Next to this, as is mentioned before, Buurtzorg does schedule vision and employee participation meetings (I. 4, I. 8). During these meetings, they listen to their employees and they do something with what is being said if that is feasible (I. 4).

Since the teams are self-managing and stand on their own, it is mostly important that the communication within the team is good. Compliments are given within the team. Interviewee 8 said: "We talk to each other about things that are going not so good, but also about things that are going really good. I think we motivate each other and keep each other on our toes" (I. 8). In addition, the employees within the teams are open to each other. If someone makes a decision that you possibly disagree with, you just go to that person and ask why they made that decision (I. 1, I. 6). In addition, interviewee 1 emphasizes the importance of being open to feedback but also daring to give feedback (I. 1). Interviewee 8 said: "We also confront each other about mistakes" (I. 8). However, not for all teams providing feedback is easy. Interviewee 4 said: "some team members find it difficult to provide feedback" (I. 4). However, in general most teams say that the communication within the team is good (I. 1, I. 3, I. 4, I. 5, I. 6), and that it is important to have good communication because it influences the atmosphere within the team (I. 2, I. 8, I. 9).

Regarding the clear work activities, Buurtzorg employees are generalists. "We are generalists, that is really important" (I. 3). Besides, you should be available day and night in case a client needs care

(I. 3). Interviewee 4 said: “We do not only provide care in the neighbourhood, but there is also a lot of work around it” (I. 4). However, being generalists and doing everything also has a disadvantage: “In general, we do everything. That is at the same time a downside, because at some point you are authorized but not always competent. For example when you have not done a certain task in a long period of time. Therefore, being a generalist can be complex” (I. 3). Also, interviewee 9 experienced that some tasks were unfairly distributed among team members. As a result, some team members could be really busy with a certain task, while others did not do anything about it. This interviewee felt that this could also be a good moment to share knowledge, in order to make everyone familiar with the task. However, this opportunity was not used, and the piggyback behaviour felt unfair and resulted in irritations within the team (I. 9). Even though the division of tasks is not always fairly distributed and there are mixed feelings about the employees competence to fulfil certain tasks, it is clear to the employees what their work activities are. Therefore, it can be stated that the communication regarding the work activities is sufficient.

It can be stated that according to the output of the SPSS analysis, these four independent variables significantly and positively affect employee satisfaction. Therefore, hypothesis D can be accepted for the independent variables sufficient communication within Buurtzorg, receiving compliments, clear work activities and discuss mistakes openly.

Chapter 4.3.5. Job satisfaction and employee satisfaction

Table 12. Antecedent ‘Job satisfaction’, dependent variable ‘employee satisfaction’.

Independent variable	Description	Beta	Significance
Performing meaningful work	The extent to which I feel my work is meaningful	.416	.000
Satisfied about work activities	The extent to which I am satisfied about my work activities within Buurtzorg	.298	.000

As is also mentioned in the literature review, job satisfaction and employee satisfaction are different concepts, but they are closely related. Therefore, it is not surprising that both independent variables corresponding to the antecedent job satisfaction have a large significant impact on employee satisfaction.

Performing meaningful work has the biggest influence of the two variables. Interviewee 5 said: “When clients say that they are happy about your team, that we work well together, that helps for my own feeling of satisfaction” (I. 5). The other way around, having to say no to possible new clients that need care decreases employee satisfaction. “We need to say no regularly, and then you know that somewhere there are clients that need care but you cannot provide it to them” (I. 1). Also, the goal of Buurtzorg is not only to provide healthcare, but also to just care about the individual clients (Brandsma & van der Cingel, 2016). “You can go to a client and think, okay we are going to bathe and clothe the client and then we leave” (I. 2). However, for this interviewee these basic tasks are not giving the feeling of fulfilment. Therefore, to make the work meaningful, this interviewee said: “after leaving the client I

will grab my laptop and think; are there more things I can do? Does the client need to consult the doctor? Does the client need something else?”(I. 2). The employees care more and do more than just the basic healthcare related tasks.

Satisfied about work activities also has a significant positive influence. To illustrate this, interviewee 3 said: “Not one day is the same as the day before. It keeps you on your toes. I have been working for a long time and I have seen a lot of things. But I still enjoy going to work. I also enjoy that with our team we make sure our clients get the best possible homecare” (I. 3). On the other hand, interviewees 7 and 9 are less satisfied with the work activities: “I miss the challenge in this work” (I. 7, I. 8, I. 9). These interviewees also mention this lack of challenge as part of the reason they decided to leave Buurtzorg.

In conclusion, hypothesis E can be accepted. The two included independent variables have a large, significant and positive influence on employee satisfaction. If they are present, they largely stimulate employee satisfaction. But if they are missing, it can decrease the satisfaction and even lead to employees leaving the organisation (I. 7, I. 9).

Chapter 4.3.6. Individual characteristics and employee satisfaction

Table 13. Antecedent ‘Individual characteristics’, dependent variable ‘employee satisfaction’.

Independent variable	Description	Beta	Significance
Co-workers can come to me	The extent to which my co-workers feel like they can come to me when they need help	.180	.000
Supporting the goals of Buurtzorg	The extent to which I support the goals of Buurtzorg	.351	.000
Work gives me energy	The extent to which my work gives me energy	.190	.000
Contribute to success Buurtzorg	The extent to which I would like to do something extra to contribute to the success of Buurtzorg	.092	.025

Noteworthy is that for this antecedent, 15 independent variables have been included. However, only four turned out to have a significant impact on employee satisfaction. Supporting the goals of Buurtzorg has the largest beta, meaning it has the largest impact on employee satisfaction. Contribute to success Buurtzorg has the smallest impact. Also, in the interviews, the interviewees did not specifically mention contributing to the success of Buurtzorg, therefore no quotes regarding this variable could be added to these results.

Regarding the variable co-workers can come to me, the interviewees did some pronunciations. Interviewee 5 said: “we solve things for each other. There is always a co-worker who steps in for you or the other way around. This really helps for my feeling of satisfaction” (I. 5). Also, interviewee 9 said that when it is necessary, this interviewee is open to cover shifts for co-workers. This results in appreciation from co-workers towards this interviewee (I. 9). In the interview with interviewee 8, the

interviewee agrees to the statement that working within a Buurtzorg team means that you are standing by and are available to support each other within the team. This interviewee added that this is easier when you have a team that has been together for a longer period of time, because then you are closer to each other and better matched (I. 8).

About supporting the goals of Buurtzorg, interviewee 2 said: “In the beginning, when Buurtzorg just originated, we literally took a vision from him (Jos). A beautiful vision” (I. 2). However, interviewee 4 says: “Buurtzorg has the vision that everything should work like this, but I don’t know if it would work like this in every organization and if it is suitable for every individual. But I myself like it. And I also like the freedom that comes with this vision” (I. 4). To support this, interviewee 9 stated that the self-regulating organizational structure of Buurtzorg does not work for this interviewee. This interviewee prefers hierarchy in which there is one individual responsible for dividing the tasks (I. 9). Following this high amount of freedom mentioned by interviewee 4, interviewee 1 said: “Because of the high amount of freedom, we should not forget the goals from Buurtzorg. Buurtzorg remains an organization” (I. 1). Besides, Buurtzorg and its employees want to deliver high quality care to clients. However, due to personnel shortages, this is not always feasible. Finding a balance between the goal of Buurtzorg to provide clients with high quality neighbourhood care, but also preventing employees from having a too high workload, sometimes leads to discussions within teams (I. 4).

The last independent variable within this antecedent is about whether the work gives the employees energy. Interviewee 3 said: “I love going to work. What an amazing job we have. I do not want to leave, for me priority 1 is Buurtzorg” (I. 3). Supporting this, interviewee 1 said: “I always enjoy going to work in the morning. So to say I am singing in the car when I am driving to my clients. I am also not thinking about leaving Buurtzorg. I like it too much here” (I. 1). In contrast, interviewees 7 and 9 left Buurtzorg because, among other things, these interviewees felt a lack of challenge in this work (I. 7, I. 9). This possibly led to less motivation for, and less energy gained from, the work. In addition, interviewee 7 also mentioned that it was difficult for this interviewee to fit in with the team. The interviewee also felt unheard by the team. This was also demotivating and led to the interviewee leaving the organization (I. 7).

In conclusion, hypothesis F can be accepted. However, it should be noted that from the 15 included independent variables, only four independent variables turned out to have a significant, positive affect on employee satisfaction. These four independent variables are co-workers can come to me, contribute to success Buurtzorg, supporting the goals of Buurtzorg and work gives me energy.

Chapter 4.3.7. Overall analysis

All significant independent variables that are identified above are inserted in this overall SPSS analysis. By including all previously mentioned significant variables in one large analysis, it is ought to determine which variables overall have the largest significant impact on employee satisfaction. Regarding those variables, recommendations for Buurtzorg will be provided in chapter 5.

In the table below (table 14), the significant independent variables resulting from the overall analysis are summarized with their beta and their significance level. In addition, they are ranked from highest influence (beta) to lowest, with the independent variable availability of resources (which has a negative beta) at the bottom of the table.

Table 14. Overall analysis with dependent variable 'employee satisfaction'.

Independent variable	Description	Beta	Significance
Performing meaningful work	The extent to which I feel my work is meaningful	.178	.000
Supporting the goals of Buurtzorg	The extent to which I support the goals of Buurtzorg	.123	.042
Feeling of appreciation	The extent to which I feel appreciated by Buurtzorg	.091	.045
Receiving compliments	The extent to which my team compliments me when I do something good	.073	.013
Getting opportunities	The extent to which I get the opportunity to do what I am good at	.072	.049
Availability of resources	The extent to which I have sufficient resources (machines and materials) to fulfil my job properly	-.073	.019

Noticeable is that from each antecedent included in the analysis to answer sub-question 3, at least one independent variable per antecedent is also of significant impact on employee satisfaction according to this overall analysis. Only the antecedent team characteristics is an exception, since none of the variables turned out to have a significant effect in the overall analysis. For the antecedent employee empowerment, two out of three variables have a significant effect in the overall analysis. However, when looking at the beta's, the biggest impact on employee satisfaction is provided by the variables performing meaningful work and supporting the goals of Buurtzorg, which belong respectively to the antecedents job satisfaction and individual characteristics. Thus even though the antecedent employee empowerment is the only antecedent with two significant independent variables in this overall analysis, it is not necessarily the antecedent with the biggest impact on employee satisfaction.

Observable is that just like in the overall analysis, availability of resources has a negative, but relatively small, beta. This means that, like in the analysis per antecedent, the employee satisfaction decreases when more resources are available. In the literature review, it is mentioned that organizations should

make sure that employees have access to the resources they need to perform their work (Sageer et al., 2012). However, organizations need to be aware that when they are providing too many (electronic) medical records, employees could feel administrative burdens that lead to decreased employee satisfaction (Woolhandler & Himmelstein, 2014). This is also supported by the interviewees. They have the feeling that they already have to fill in many lists and things, and they do not want to add another (I. 8). In addition, there are many features in the current outline of the BuurtzorgWeb that the interviewees do not know about and/or do not use, since the BuurtzorgWeb is too extensive (I. 2). This indicates that the system is more complex and extensive than necessary. Therefore, the right balance should be found between enabling employees to fulfil their tasks, without burdening them with too many and extensive available resources that lead to extra (administrative) tasks.

It can also be seen in the table that performing meaningful work and supporting the goals of Buurtzorg have the largest beta, and therefore the most impact on employee satisfaction. Performing meaningful work belongs to the antecedent job satisfaction. When employees see their work as meaningful, they are more likely to have a higher job satisfaction and therefore a higher employee satisfaction. Supporting the goals of Buurtzorg belongs to the antecedent of individual characteristics. In this case, supporting the goals of Buurtzorg means that the interviewees agree with the goals and focus points of Buurtzorg. When this is the case, the employee satisfaction will be higher than when the employees do not want to support the goals and focus points of Buurtzorg.

Feeling of appreciation, receiving compliments and getting opportunities also have a significant effect on employee satisfaction, despite their slightly smaller beta. Feeling of appreciation and getting opportunities both belong to the antecedent employee empowerment. Due to the self-managing organizational structure of Buurtzorg, employees have many possibilities to create opportunities for themselves and to organize the care in a way that suits them. This autonomy has a positive influence on employee satisfaction (Sprigg et al., 2000). In addition, this autonomy also results in a feeling of appreciation. Since the employees receive so much autonomy, they have the feeling that Buurtzorg trusts them that they are competent and motivated to deliver the best possible care for the clients (I. 1, I. 3, I. 5). This appreciation is also shown by the salary the Buurtzorg employees receive. Buurtzorg scaled its employees higher than other (home) care organizations (I. 1, I. 2, I. 3, I. 4, I. 6, I. 8). This monetary reward makes the employees feel appreciated, which results in higher employee satisfaction.

Receiving compliments is part of the antecedent communication. Receiving compliments has a positive beta, meaning that the more compliments are communicated, the higher the employee satisfaction. The interviewees agree with this, however they add that feedback in general is also important. They say that giving team members feedback is important to motivate each other and to keep each other on their toes (I. 1, I. 8). In addition, there should also be good communication within the organization, meaning

between the different teams and between the headquarters and the teams (Sageer et al., 2012). In order to provide this information flow, communication channels should be in place. Currently, the teams communicate via two weekly team meetings (I. 2, I. 4, I. 6, I. 8, I. 9), via their phones, at the office after the (morning) round (I. 3), and via the BuurtzorgWeb (I. 1). But in the current situation, there are no regular scheduled feedback meetings (I. 5). Interviewees indicate that they would prefer having such regular meetings, or at least a yearly performance review to discuss the work and the team (I. 7). Despite this preference, currently no performance reviews are being conducted (I. 1, I. 7).

Chapter 5. Discussion

This chapter will start with discussing the theoretical and managerial implications. Also the limitations of this study will be discussed, and implications for future research will be given. This chapter will end with a conclusion, answering the main research question of this study.

Chapter 5.1. Theoretical implications

In the literature review and in order to answer sub-question 1 of this study, many antecedents that affect employee satisfaction are summarized. These antecedents are identified from the relevant literature regarding employee satisfaction. However, the relevant literature that is currently available is (mostly) focused on employee satisfaction in hierarchical organisations. This study is performed for a neighbourhood care organisation that makes use of self-managing teams, meaning that there is a non-hierarchical organisational structure. According to the relevant literature, it is expected that antecedents for employee satisfaction differ between organisational structures (Abolade, 2020; Nene & Pillay, 2019). However, not much is known about the possible differences of relevant antecedents in these different contexts. As a result, there is also little known about best practices and recommendations regarding employee satisfaction in non-hierarchical organisational structures. Therefore, this study aimed to identify antecedents of employee satisfaction in non-hierarchical organisational structures, in order to be able to provide recommendations for Buurtzorg.

The results of this study lead to the following insights. By focusing on antecedents for employee satisfaction in the context of self-managing teams, this study contributes to the relevant literature and knowledge regarding employee satisfaction in non-hierarchical organisations. In addition, it also contributes to the best practices regarding these antecedents, since this study provides recommendations on how to maintain and/or improve employee satisfaction in this context. These recommendations are useful for organisations that already have a non-hierarchical organisational structure, but they are also relevant for organisations that try to create such a structure. By knowing what employees want and need to be satisfied in a non-hierarchical organisational structure, organisations can focus on these antecedents while changing their hierarchical organisation into a non-hierarchical one. By focusing on these antecedents, employees will be more satisfied, resulting in employees that are more likely to contribute to the change and employees that stay committed and attached to the organisation once the change is done.

In addition, this study identified six antecedents that affect employee satisfaction of employees that work in the self-managing neighbourhood care teams of Buurtzorg. Therefore, this study contributes to the available literature on antecedents of employee satisfaction, since the literature is mainly focused on antecedents in hierarchical organisations. In this study, the effect of these antecedents is specifically studied in a non-hierarchical context. Therefore, the outcomes of this study provides handles to

organisations that are already non-hierarchical or that want to make the shift towards a non-hierarchical organisational structure.

Also, the interviews of this study identified two antecedents that have not been identified from the literature review, namely the level of flexibility and the additional stress/workload due to the need of the employees to function as human resources workers. Unfortunately, no data was available to further analyse these antecedents to determine whether they have a significant effect, and what the weight/size/direction of their possible effect on employee satisfaction is. However, since these antecedents are mentioned by the employees that work in the self-managing teams, this additional insight does provide a good basis for further research.

In the following sub-chapter, recommendations for Buurtzorg are provided to give them handles to improve and/or maintain the satisfaction of the employees that work in the self-managing neighbourhood care teams. These recommendations are provided for Buurtzorg but also, based on the before mentioned theoretical implications of this study, other non-hierarchical organisations or organisations that are shifting towards being non-hierarchical can use these recommendations as a basis for their (new) organisational policy.

Chapter 5.2. Practical implications (recommendations)

In this study, six antecedents have been identified that affect employee satisfaction of Buurtzorg neighbourhood care team employees the most. Therefore, if Buurtzorg wants to keep its employees satisfied and attached to the organisation, Buurtzorg should focus on these antecedents. In order to give Buurtzorg handles on how to focus on these antecedents, this chapter provides Buurtzorg with recommendations regarding these six antecedents.

Recommendations for the availability of resources: The results regarding the antecedent availability of resources, indicate that more resources lead to lower employee satisfaction. Possible explanations are that employees already feel high administrative burdens (I. 8, Woolhandler & Himmelstein, 2014) and that the BuurtzorgWeb currently is too extensive and complex (I. 2). This leads to the following recommendation. Buurtzorg should dedicate one of the vision meetings for employees to discuss the BuurtzorgWeb. Which features do the employees actually need and use to fulfil their job? By discussing this with the employees that actually use the application, the BuurtzorgWeb can be critically evaluated and unnecessary features can be scaled down. By simplifying the BuurtzorgWeb and by removing unnecessary features, the process will be less complex and the administrative burden will lower, leading to increasing employee satisfaction.

Recommendations for supporting goals of Buurtzorg and performing meaningful work: The recommendations for these variables are related. Following from the results of this research, employees experience their work as meaningful when they have the time and resources to provide care to clients, and when they receive feedback from the clients that the clients are satisfied with the care they received (I. 1, I. 5). In addition, the goals of Buurtzorg are to not only provide health related care

to the clients, but also to look further and think about other ways to support the clients (I. 2, (Brandsma & van der Cingel, 2016)). When taking a closer look at the things that employees mention to make their work more meaningful, and the goals of Buurtzorg, it can be concluded that these fit well together. Therefore, the goals and vision of Buurtzorg result in a work environment in which employees have the opportunity to provide meaningful work. For this reason, the recommendation for Buurtzorg is to maintain this work environment, and to carefully listen (in the vision meetings) to employees and their ideas and needs to make their work meaningful.

Recommendations for getting opportunities and feeling of appreciation: Currently, the employees are satisfied with the amount of autonomy, responsibility and salary they receive. The autonomy provides the employees with the freedom and opportunities to do what they are good at and to develop themselves (I. 1, I. 3, I. 5). The relatively high salary provides them with a feeling of appreciation that they do not receive at another neighbourhood care organization (I. 1, I. 2, I. 3, I. 4, I. 6, I. 8). At the same time, a higher salary scale also provides the employees with more steps, and thus having more growing opportunities. Looking forward, Buurtzorg should at least focus on maintaining these strengths that differentiates them from other organizations. In addition, Buurtzorg could think about other reward possibilities for their employees. According to the literature (Latif et al., 2013), providing employees with a choice about how they want to be rewarded (monetary or otherwise), results in higher employee satisfaction. Thus even though the employees are already satisfied with the higher salary scale they are in, more satisfaction could possibly be created by providing employees with the possibility to also choose for other reward options.

Recommendations for receiving compliments: Besides the importance of receiving compliments, giving and receiving feedback is also important to keep employees motivated and on their toes (I. 1, I. 8). In order to enable employees to communicate compliments and feedback, communicating channels should be in place. However, besides the two weekly team meetings, there are no periodic sessions scheduled to discuss compliments and/or feedback within the team. Therefore, a recommendation for Buurtzorg will be to schedule yearly performance reviews. Since the teams are self-managing, there is not a manager that can schedule and lead these meetings. Therefore, the region coach could be responsible for this. By having short meetings with each individual team member, the current situation can be discussed and plans for the future can be made. In addition, the team can be evaluated and compliments and feedback points can be shared within the team in the form of an 'end of the year report'. By including someone from outside the team to organise and structure these sessions, team members can openly share their experiences. In this way, useful insights can be gained to keep the team motivated, on their toes, and satisfied.

Chapter 5.3. Limitations

In this chapter, several limitations of this study will be discussed. In addition, it is described what has been done to limit the effects of these limitations on the results.

The selection of the interviewees for this study is the first discussion point. These interviewees are selected by an employee from the Buurtzorg headquarters, since due to privacy concerns the researcher was not allowed to view the entire employee register. The human resource employee agreed to make a random selection of Buurtzorg employees, with the condition that the male/female distribution should represent the entire employee population. Other conditions are that the employees should come from different parts of the Netherlands, the interviewees should fall within different age categories, and they should have different educational backgrounds. As a result, the researcher received a document with personal information of 16 employees, which are contacted to participate in this research. However, the researcher was not able to review the method that was used to select these 16 employees. Therefore, it cannot be ruled out that some sort of bias took place. Besides the conditions the researcher gave to the human resource employee, no other form of control took place to review the selected possible participants. However, by the information provided, it was possible to check whether there is a differentiation in gender, residence, age categories, and educational backgrounds. When looking at that data, it can be concluded that on these points the population has a certain differentiation that represents the entire population.

These 16 employees are contacted by the researcher via email, with a short description of this research and the question whether they wanted to participate or not. After sending multiple reminders, only 6 employees responded. All 6 wanted to participate in this research. By including interviewees via this way, bias can occur, since these employees could be extremely positive or negative in comparison to the entire population. Unfortunately, this could not be avoided, since it is not possible to oblige employees to participate in this study.

The other 3 interviewees that have been included in this research are selected by the researcher. These employees are from the same region, but they have different educational backgrounds, genders and they differentiate in age. However, these interviewees are acquaintances of the researcher, which could also lead to bias. To minimize this effect, the interviewees have been treated and contacted the same as the other interviewees.

Another discussion point regarding the included interviewees, is that all interviewees are mostly satisfied. The researcher was unable to contact possible interviewees that awarded their satisfaction with an insufficient grade (lower than 6 on a scale of 10). However, during the interviews, some of the interviewees first awarded their satisfaction with a sufficient grade, but when they were asked about certain experiences they mentioned dissatisfying situations. By asking these questions and by asking for elaborations about these negative experiences, it was ought to reveal antecedents that lead to dissatisfied employees. Thus even though the population seems biased when looking at the grades they give for their own satisfaction level, this bias is partly taken away by specifically asking questions that might bring

dissatisfying antecedents up. Notable is that the researcher tried to not influence the interviewees to feel obliged to say something negative about Buurtzorg. The questions were asked openly and without too much steering.

In the data analysis phase of this research, another discussion point can be mentioned. The researcher is the only one that coded the interview transcripts. Besides, the researcher individually divided the codes over the different code groups. However, dividing the codes has been done in two phases, first in general, and secondly based on the groups that have been identified in the literature review. By doing this process twice, some of the mistakes have been resolved before the SPSS analysis. However, besides the researcher performing this division of codes twice, no other checks by an external party took place. This means that the coding process is subjective to the insights of the researcher.

At first, this research would be based on data that was collected by E-care. However, during the research process it came to the researchers attention that the expected dataset was not available. It turned out that another organization (Effectory) did have Buurtzorg employee satisfaction data. Therefore, in the execution part of this research, it is decided to use a different data source than initially thought. Since this dataset is still based on an online survey on employee satisfaction of Buurtzorg neighbourhood care employees, this will not influence the results. However, it should be noted since this is a change compared to the initially determined research method.

The dataset that has been used for this research is a questionnaire that has been sent out to the Buurtzorg neighbourhood care employees. In the literature review, different antecedents that influence employee satisfaction have been identified. In order to perform the analysis of this study, the questionnaire questions have been divided over these antecedents. Also this division has been performed by only the researcher. However, this division has been performed several times, in order to limit the mistakes.

There are also some noticeable discussion points regarding the used dataset.

First, the dataset is filled in by 365 employees, but the dataset has been anonymised. This means that it cannot be checked what the gender, age, educational background, and residence of the respondents is. Therefore, this data cannot be compared to the data from the interviewees, making it difficult to check whether both research populations are comparable.

Second, the dataset is drafted and distributed among the employees by an external party. Therefore, the researcher could not influence the questionnaire. After analysing the questionnaire, the researcher concluded that some questions could be broadly interpreted. Since there are no follow-up questions regarding those questions, it is unclear whether all respondents and whether the researcher and the respondents interpreted the questions the same way. In addition, there is not a concept list added to the questionnaire, explaining what is meant by each concept. Therefore, it was not possible to include

these questions in the overall analysis, despite the possibility that they have a significant impact on employee satisfaction.

Third, the questionnaire is sent to the employees in the year 2021, meaning there might be an influence from the COVID-19 pandemic on these results. Therefore, it might be interesting to look at data from other years, pre-COVID-19, to see whether there are significant differences between these datasets. In this research, this comparison between datasets has not been made. This research is performed solely with the dataset from 2021.

Chapter 5.4. Implications for further research

Resulting from this research and the previously discussed limitations, some implications for future research can be provided.

First, future research could be performed by setting out a questionnaire based on the used literature and the results from the interviews that are held for this research. By setting out a questionnaire that is based on the first parts of this research, the researcher can determine which questions should be asked to validate the first part of this research. This is not done for this study due to time constraints. Another benefit is that the researcher can create a concept/word list explaining the topics, making sure there is no interpretation bias. Also, follow-up questions can be asked to identify possible underlying causes for employee satisfaction. For example, it can be specifically asked which resources (more specific than ‘machines and materials’) the employees use, which might result in a more specific explanation of why this variable turned out to have a decreasing effect on employee satisfaction. Also, demographic questions can be added to the questionnaire, such as gender, age, educational background, work experience and residence, in order to check whether there are differences between demographic characteristics and to check whether the study population is comparable to the overall Buurtzorg population and to the interviewees.

Second, two antecedents have been identified in the interviews that have not been identified via the literature review. These two antecedents are the level of flexibility and the need to work as human resource workers. Since these two antecedents are specifically mentioned by employees that work in the self-managing neighbourhood care teams of Buurtzorg, it is interesting to do follow-up research regarding these antecedents. This can for example be done by adding questions regarding these antecedents to the questionnaire. When more data is collected regarding these antecedents, analysis can be performed to determine if there is a significant effect of these antecedents on employee satisfaction, and in case there is a significant effect, what the weight/size/direction of this effect is. Thereafter, fitting recommendations for Buurtzorg could be provided regarding these antecedents.

Third, more interviews with a larger, more varying, research population could be held. For this study, only 9 interviewees are included, of which 3 interviewees have acquaintances with the researcher. To create a broader view of antecedents impacting employee satisfaction, more employees could be interviewed in order to hear their experiences. Besides, it could be decided to include (more) former

employees of Buurtzorg, to hear what made them decide to leave Buurtzorg. Also, it could be asked what should have been different in order to have kept those employees attached to the organization. This kind of information could provide useful insights for the recommendations for Buurtzorg.

Fourth, more researchers could be included to validate the research methods and the results. This study has been performed by one researcher. Even though this researcher tried to limit the individual researcher bias by performing certain parts of this research multiple times, it is still the same researcher doing this. Therefore, the analysis could be less reliable, since there could be bias in the executed method of this research that the researcher is unaware of. By having multiple researchers performing the same part of the research method, for example coding the interview transcripts, mistakes and bias could be minimised. This results in more reliable outcomes.

Fifth, data from multiple years could be included in the analysis. For this research, data from one year has been included. However, by including data from multiple years, average numbers could be used that more realistically represent the real situation. Besides, it can be checked whether patterns can be found when looking at different years, or that maybe some years differentiate themselves (for example a COVID-19 year). By looking at averages, but also at patterns and changes over the years, more specific recommendations can be provided since the results provide a better view of the real situation.

Chapter 5.5. Conclusion

The main research question that this study tried to answer is: “What antecedents affect the level of employee satisfaction that is experienced by members of the self-managing neighbourhood care teams of Buurtzorg?”. In order to answer this main research question, a literature review is performed, interviews with nine employees are held which are analysed with Atlas Ti 22, and a quantitative analysis with data from Effectory is performed in IBM SPSS Statistics 27.

Resulting from the quantitative analysis, there are six antecedents that overall have the largest impact on employee satisfaction of neighbourhood care team employees of Buurtzorg. These six antecedents and their description are summarized in the table below (table 15).

Table 15. Results of the overall analysis, resulting in the six antecedents that affect employee satisfaction the most.

Independent variable	Description	Beta	Significance
Performing meaningful work	The extent to which I feel my work is meaningful	.178	.000
Supporting the goals of Buurtzorg	The extent to which I support the goals of Buurtzorg	.123	.042
Feeling of appreciation	The extent to which I feel appreciated by Buurtzorg	.091	.045
Receiving compliments	The extent to which my team compliments me when I do something good	.073	.013
Getting opportunities	The extent to which I get the opportunity to do what I am good at	.072	.049
Availability of resources	The extent to which I have sufficient resources (machines and materials) to fulfil my job properly	-.073	.019

In conclusion, the antecedents performing meaningful work, supporting the goals of Buurtzorg, feeling of appreciation, receiving compliments, getting opportunities and availability of resources have the highest, significant, impact on employee satisfaction of Buurtzorg neighbourhood care team employees. Therefore, this study provided recommendations for Buurtzorg regarding these antecedents. These recommendations focus on maintaining and/or improving employee satisfaction, in order to keep Buurtzorg employees attached to the organisation, reduce turnover numbers and enhance team efficiency.

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Appendices

Appendix A: Participants information letter

Het identificeren van factoren die de tevredenheid van Buurtzorg medewerkers beïnvloed

Inleiding

Geachte heer/mevrouw,

U krijgt deze brief omdat u medewerker bent in een van de zelfsturende teams van Buurtzorg.

Wij vragen u vriendelijk om mee te doen aan een wetenschappelijk onderzoek van Buurtzorg, getiteld: “Het identificeren van factoren die de tevredenheid van Buurtzorg medewerkers beïnvloed”. U beslist zelf of u mee wilt doen. Voordat u de beslissing neemt, is het belangrijk om meer te weten over het onderzoek. Lees deze informatiebrief rustig door. Bespreek het met partner, vrienden of familie. Heeft u na het lezen van de informatiebrief nog vragen? Dan kunt u terecht bij de onderzoeker.

Onderzoeker: Nienke Pleijzier

Email: n.pleijzier@student.utwente.nl

Telefoon: 06 37 22 85 86

1. Wat is het doel van het onderzoek?

Een hoog niveau van medewerkerstevredenheid heeft vele voordelen. Een paar van deze voordelen zijn dat tevreden medewerkers gelukkiger zijn met hun baan, ze wisselen minder snel van werkgever, ze hebben beter teamwork, ze zijn productiever en ze hebben meer energie. Daarnaast verbetert ook de zorg voor de cliënten. Hoge medewerkerstevredenheid heeft dus niet alleen voordelen voor Buurtzorg, maar heeft ook voordelen voor de individuele werknemer en voor de cliënt. Daarom is het belangrijk om de medewerkerstevredenheid te stimuleren en/of te waarborgen.

Maar welke factoren spelen een belangrijke rol in het bepalen van de medewerkers-tevredenheid van Buurtzorg werknemers? Dit onderzoek is opgezet om deze factoren te identificeren, zodat het duidelijk is op welke factoren de focus moet liggen om de medewerkerstevredenheid te verhogen en/of te waarborgen.

2. Hoe wordt het onderzoek uitgevoerd?

Het onderzoek bestaat uit een kort interview. In dit interview wordt geprobeerd om belangrijke factoren die de medewerkerstevredenheid bepalen te identificeren. Het interview zal ongeveer 30 tot 45 minuten duren. Bij voorkeur vind het interview online plaats, maar het kan in overleg ook op een andere locatie plaatsvinden. Ook wordt een tijdslot met u besproken, zodat het interview op een moment plaatsvindt dat het u uitkomt.

3. Wat wordt er van u verwacht?

Deze informatiebrief gaat over het afnemen van een interview. Na het lezen van deze informatiebrief kan u ervoor kiezen om deel te nemen aan een interview of niet. Deelname is vrijwillig.

4. Wat gebeurt er als u niet wenst deel te nemen aan dit onderzoek?

U beslist zelf of u meedoet aan het onderzoek. Deelname is vrijwillig. Als u besluit niet mee te doen, hoeft u verder niets te doen. U hoeft niets te tekenen. U hoeft ook niet te zeggen waarom u niet wilt meedoen.

Als u wel meedoet, kunt u zich altijd bedenken en toch stoppen. Ook tijdens het interview en het onderzoek. U hoeft geen reden te geven waarom u wilt stoppen.

5. Wat gebeurt er met uw gegevens ?

Voor dit onderzoek worden uw persoonsgegevens gebruikt. Het gaat om gegevens zoals uw opleidingsniveau en leeftijd. Wij vragen voor het gebruik van uw gegevens uw toestemming. De gegevens die worden bewaard, zullen anoniem worden verwerkt.

Vertrouwelijkheid van uw gegevens

Om uw privacy te beschermen, worden uw gegevens anoniem verwerkt. Uw naam en andere gegevens die u direct kunnen identificeren worden daarbij weggelaten. Ook in verslagen over het onderzoek zijn de gegevens niet tot u te herleiden.

Toegang tot uw gegevens voor controle

Sommige personen kunnen op de onderzoek locatie toegang krijgen tot uw gegevens. Dit is nodig om te kunnen controleren of het onderzoek goed en betrouwbaar is uitgevoerd. Personen die ter controle inzage krijgen in uw gegevens zijn dr. M. de Visser (Universiteit Twente) en bevoegde medewerkers van dit onderzoek. Zij houden uw gegevens geheim. Wij vragen u voor deze inzage toestemming te geven.

Bewaartermijn gegevens

Uw gegevens worden maximaal 5 jaar bewaard op de onderzoek locatie. Hierna worden de gegevens vernietigd.

Intrekken toestemming

U kunt uw toestemming voor gebruik van uw persoonsgegevens altijd weer intrekken. De onderzoeksgegevens die zijn verzameld tot het moment dat u uw toestemming intrekt worden nog wel gebruikt in het onderzoek.

Bij vragen of klachten over de verwerking van uw persoonsgegevens raden we u aan eerst contact op te nemen met de onderzoeker.

6. Zijn er extra kosten of krijgt u een vergoeding wanneer u besluit aan dit onderzoek mee te doen?

U maakt geen extra kosten voor het onderzoek. U krijgt geen vergoeding voor deelname aan het onderzoek.

8. Wilt u verder nog iets weten?

Indien u na zorgvuldige overweging besluit deel te nemen aan dit wetenschappelijk onderzoek, dan vragen we u om samen met de onderzoeker het toestemmingsformulier te ondertekenen en van een datum te voorzien. Het ondertekenen van het toestemmingsformulier vindt plaats op de dag van het interview.

Met vriendelijke groet,

Nienke Pleijzier

Appendix B: Interview scheme

Goedemorgen/goedemiddag,

Mijn naam is Nienke Pleijzier, en om af te studeren voor mijn master bedrijfskunde aan de Universiteit Twente doe ik onderzoek naar dingen die de tevredenheid beïnvloeden van medewerkers van zelfsturende teams van Buurtzorg. Een hoge medewerkerstevredenheid heeft meerdere voordelen, zowel voor de organisatie als voor de medewerkers zelf. Daarom is het belangrijk dat hier aandacht aan wordt besteed.

Dit staat ook uitgelegd in de informatiebrief. Heeft u de informatiebrief ontvangen en gelezen? Heeft u nog vragen/onzekerheden naar aanleiding van de informatiebrief of dit onderzoek? Dan vraag ik u nu om samen met mij het toestemmingsformulier te ondertekenen.

Voordat we gaan beginnen heb ik nog 1 vraag; is het goed als ik dit interview opneem? De opname zal niet worden gedeeld met andere partijen maar geeft mij de optie om dit gesprek terug te kunnen luisteren zodat ik de informatie goed kan noteren. De opname zal anoniem gemaakt worden zodat het niet terug te herleiden is naar u.

Dank u wel! Voordat we beginnen wil ik ook nog een keer benadrukken dat u zich op ieder moment mag terugtrekken uit dit onderzoek. U hoeft hier geen reden voor te geven. Is dat duidelijk?

Dan start ik nu de opname en dan kunnen we beginnen met het interview. Het interview bestaat uit twee delen, het eerste deel is gefocust op individuele eigenschappen en het tweede deel is gefocust op de medewerkerstevredenheid. We beginnen met een aantal vragen over u persoonlijk.

INTERVIEWSHEMA MEDEWERKER TEVREDENHEID BUURTZORG	
Topic	Vragen
DEEL I – ALGEMENE VRAGEN	
Individuele karakteristieken	<ul style="list-style-type: none"> • Wat is uw leeftijd? • Wat is uw hoogst afgeronde opleidingsniveau? • Wat is uw werkervaring (met betrekking tot zelfsturende teams)? ➔ Heeft u eerder in een zelfsturend team gewerkt? • Uit hoeveel personen bestaat uw team?
DEEL II - BEÏNVLOEDENDE FACTOREN VOOR MEDEWERKERS TEVREDENHEID	
<p>Na deze algemene vragen zullen er nu een aantal vragen volgen specifiek over medewerkerstevredenheid.</p> <p><i>(Tussendoor ook samenvatting geven. Van; u hebt dit en dit gezegd, heb ik dat goed begrepen?)</i></p>	
Huidige Medewerker tevredenheid	<ul style="list-style-type: none"> • Hoe zou u uw eigen tevredenheid op dit moment beschrijven? • Als u uw tevredenheid op een schaal moest aangeven, van 1 tot 10, waarbij 1 volledig ontevreden en 10 volledig tevreden is, welk cijfer zou u uw tevredenheid op dit moment dan geven?

<p>Beïnvloedende factoren op individu</p>	<ul style="list-style-type: none"> • Wat zijn voor u belangrijke dingen waardoor u bij Buurtzorg blijft werken? → Waarom? (GOED DOORVRAGEN) • Zijn deze dingen regelmatig aanwezig? • Wat zal u over de streep trekken om bij een andere organisatie in dienst te gaan? → Waarom? (GOED DOORVRAGEN) → Als u bij een andere organisatie gaat werken, zou u dan wel weer gaan voor een organisatie met zelfsturende teams? Waarom wel/niet? • Zijn dit dingen die binnen het team/Buurtzorg spelen of zijn dit dingen die vanuit de cliënt of uw omgeving komen? • Zijn er initiatieven om de medewerkerstevredenheid te verhogen? (zowel vanuit het team als vanuit Buurtzorg) • Beïnvloedt de algehele team tevredenheid de individuele tevredenheid (naar uw mening)?
<p>Bespreken van medewerkers tevredenheid (communicatie)</p>	<ul style="list-style-type: none"> • Hoe verloopt algemeen de communicatie binnen het team? → Bespreken jullie de medewerker tevredenheid met elkaar tijdens vergaderingen?
<p>Team functioneren tool</p>	<p>Voorlezen: Een team functioneren tool is een soort korte vragenlijst, waarin medewerkers aan kunnen geven hoe tevreden ze op dit moment zijn, wat er naar hun mening goed/minder goed gaat, etc. Zowel op individueel als op team en organisatie niveau.</p> <ul style="list-style-type: none"> • Naar uw mening, zou het team er behoefte aan hebben om zoiets te hebben? • Bijvoorbeeld om zo'n tool periodiek in te vullen en de uitkomsten dan te bespreken binnen het team? • Waarom wel/niet? • Wat zou er dan zeker in zo'n tool geïncorporeerd moeten worden? (Een bepaald soort vragen bijvoorbeeld). • Moet het dan de verantwoordelijkheid van het team of van Buurtzorg algemeen zijn dat de tool wordt gebruikt/ingevuld? • En wie zou er dan verantwoordelijk moeten zijn voor het evalueren/bespreken/communiceren van de uitkomsten binnen het team? (bv. Team of coach?) • Hoe vaak zou deze tool dan naar uw mening ingevuld en besproken moeten worden? Halfjaarlijks? Jaarlijks? Of juist maandelijks?
<p>Extra vragen van andere respondenten</p>	<ul style="list-style-type: none"> • Hoe zit het met het maken van uw uren, is het haalbaar om een groot contract te hebben? Het is moeilijk om aan het aantal uren te komen als je een groot contract hebt, want je werkt niet zoals in het ziekenhuis diensten van 8 uur op een dag. Vaak heb je kortere diensten van 4 a 5 uur en als je dan een groot contract hebt moet je veel dagen werken waardoor het lastig is om werk en privé te combineren.

Dit was mijn laatste vraag. Heeft u nog dingen die u wilt toevoegen? Of dingen die niet zijn benoemd maar u wel relevant lijken om te delen? Zo nee, dan wil ik u graag heel erg bedanken voor het deelnemen aan dit interview. Dan heb ik nog een laatste vraag voordat ik de opname stop zet, namelijk of u op de hoogte gebracht wilt worden van de resultaten van dit onderzoek? Zo ja, dan wil ik u vragen om uw emailadres hier te noteren, zodat ik de resultaten met u kan delen zodra het onderzoek is afgerond. Nogmaals dank voor uw deelname! Dan zet ik nu de opname stop.

Appendix C: Interview transcripts

~ Interview transcripts from the nine interviews will be shared via a ZIP-file.

Appendix D: Description of the independent variables per antecedent

Label/independent variable	Description
Antecedent: Work conditions	
Working efficiently	The extent to which I am enabled to work efficiently within Buurtzorg
Office space	The extent to which the office space I can use is pleasant
Client orientated	The extent to which working client orientated is a priority within Buurtzorg
Availability of resources	The extent to which I have sufficient resources (machines and materials) to fulfil my job properly
Support change	The extent to which I feel I receive sufficient support during change
Unwanted client behaviour	The extent to which I experienced unwanted client behaviour in the past year
Unwanted co-worker behaviour	The extent to which I experienced unwanted co-worker behaviour in the past year
Personal growth opportunities	The extent to which I am satisfied about my growth opportunities within Buurtzorg
Satisfying work circumstances	The extent to which I am satisfied about the circumstances in which I perform my job
Work/life balance	The extent to which I experience a good balance between work and life
Support headquarters	The time it takes to receive help from Almelo when I need it
Antecedent: Team characteristics	
Co-workers prioritize correctly	The extent to which my co-workers prioritize tasks correctly
Support from co-workers	The extent to which I can turn to my co-workers when I need help
Team works efficient	The extent to which my team works efficient
Team uses individuals qualities	The extent to which my team uses eachothers qualities sufficiently
Knowledge sharing	The extent to which my co-workers share knowledge and information
Client first focus	The extent to which, within my team, the clients (needs) come first
Personality differences	The extent to which personality differences are accepted within our team
Clear teamgoals	The extent to which our team goals are clear to everyone
Satisfied co-workers	The extent to which I am satisfied about my co-workers
Satisfied about task division	The extent to which I am satisfied about the taks division
Match care demand and provision	The extent to which I am able, with my team, to match care demand and provision
Antecedent: Employee empowerment	
Getting opportunities	The extent to which I get the opportunity to do what I am good at
Open to suggestions	The extent to which my organisation is open to suggestions and new ideas
Feeling of appreciation	The extent to which I feel appreciated by Buurtzorg
Antecedent: Communication	
Address co-workers	The extent to which I feel able to address my co-workers on the quality of care they deliver
Sufficient communication within Buurtzorg	The extent to which the communication within Buurtzorg is sufficient
Receiving compliments	The extent to which my team compliments me when I do something good
Clear work activities	The extent to which it is clear to me which work activities I should perform to do my job
Discuss mistakes openly	The extent to which I feel safe to discuss my mistakes openly
Clear individual goals	The extent to which my team clearly communicates my individual goals
Timely informed about change	The extent to which I feel I am timely informed about future changes
Informed about improvement points	The extent to which my team communicates improvement points for me
Clear expected individual results	The extent to which I am aware of my expected individual results
Antecedent: Job satisfaction	
Satisfied about work activities	The extent to which I am satisfied about my work activities within Buurtzorg
Performing meaningful work	The extent to which I feel my work is meaningful
Antecedent: Individual characteristics	
Understand reason of change	The extent to which I understand the reason of the change
Co-workers can come to me	The extent to which my co-workers feel like they can come to me when they need help
Contribute to success Buurtzorg	The extent to which I would like to do something extra to contribute to the success of Buurtzorg
Supporting the goals of Buurtzorg	The extent to which I support the goals of Buurtzorg
Acceptable emotional workload	The extent to which I can handle my work, emotionally speaking
Work gives me energy	The extent to which my work gives me energy
Feeling fit	The extent to which I feel fit
Work is physically feasible	The extent to which I can physcially handle my work
Feeling of responsibility	The extent to which I feel jointly responsible for all care and organisational tasks
Wanting to develop within workfield	The extent to which I want to develop within my workfield
Open to new tasks	The extent to which I am open to take on different or new tasks
Knowlegde about internal organisation	The extent to which I find it important to understand the structure, strategy and policy of the
Dealing with stress	The extent to which I can sufficiently deal with stress
Dealing with change	The extent to which I can sufficiently deal with change
Dealing with changes within team	The extent to which I can sufficiently deal with changes within the team

Appendix E: SPSS output univariate analysis per antecedent and overall analysis.

Antecedent: work conditions

Tests of Between-Subjects Effects

Dependent Variable: Employee.Satisfaction

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	40,238 ^a	11	3,658	27,177	,000
Intercept	,014	1	,014	,107	,743
Efficiënt.werken.Buurtzorg	1,444	1	1,444	10,731	,001
Hulp.Almelo	2,171	1	2,171	16,130	,000
Kantoorruimte	,804	1	,804	5,976	,015
Klantgericht	,849	1	,849	6,310	,013
Middelen	,538	1	,538	3,996	,046
Ondersteuning.verandering	,266	1	,266	1,975	,161
Ongewenst.clientgedrag	,041	1	,041	,303	,582
Ongewenst.collegagedrag	,245	1	,245	1,817	,179
Ontwikkelingsmogelijkheden	1,361	1	1,361	10,115	,002
Tevreden.omstandigheden	1,185	1	1,185	8,803	,003
Werk.privé.balans	,594	1	,594	4,413	,036
Error	42,130	313	,135		
Total	809,125	325			
Corrected Total	82,368	324			

a. R Squared = ,489 (Adjusted R Squared = ,471)

Parameter Estimates

Dependent Variable: Employee.Satisfaction

Parameter	B	Std. Error	t	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Intercept	,038	,116	,328	,743	-,191	,267
Efficiënt.werken.Buurtzorg	,144	,044	3,276	,001	,057	,230
Hulp.Almelo	,193	,048	4,016	,000	,098	,288
Kantoorruimte	,064	,026	2,445	,015	,013	,116
Klantgericht	,119	,047	2,512	,013	,026	,213
Middelen	-,068	,034	-1,999	,046	-,135	-,001
Ondersteuning.verandering	,053	,038	1,405	,161	-,021	,127
Ongewenst.clientgedrag	,023	,042	,551	,582	-,060	,106
Ongewenst.collegagedrag	,094	,069	1,348	,179	-,043	,230
Ontwikkelingsmogelijkheden	,099	,031	3,180	,002	,038	,159
Tevreden.omstandigheden	,112	,038	2,967	,003	,038	,187
Werk.privé.balans	,058	,027	2,101	,036	,004	,111

Antecedent: team characteristics

Tests of Between-Subjects Effects

Dependent Variable: Employee.Satisfaction

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	25,663 ^a	11	2,333	13,227	,000
Intercept	6,538	1	6,538	37,066	,000
Bezighouden	,042	1	,042	,238	,626
Bij.collegas.terecht	,905	1	,905	5,131	,024
Efficiënt.werken.team	,588	1	,588	3,332	,069
Gebruikmaken.kwaliteiten	,121	1	,121	,684	,409
Kennisdeling	,020	1	,020	,116	,734
Klant.voorop	1,637	1	1,637	9,280	,003
Persoonlijkheidsverschillen	,540	1	,540	3,060	,081
Team.doelen	,128	1	,128	,728	,394
Tevreden.collegas	,137	1	,137	,777	,379
Tevreden.taakverdeling	,036	1	,036	,206	,650
Zorgvraag.uren.afstemmen	,094	1	,094	,535	,465
Error	57,149	324	,176		
Total	839,563	336			
Corrected Total	82,812	335			

a. R Squared = ,310 (Adjusted R Squared = ,286)

Parameter Estimates

Dependent Variable: Employee.Satisfaction

Parameter	B	Std. Error	t	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Intercept	,530	,087	6,088	,000	,358	,701
Bezighouden	,027	,055	,488	,626	-,082	,136
Bij.collegas.terecht	,116	,051	2,265	,024	,015	,216
Efficiënt.werken.team	,086	,047	1,825	,069	-,007	,178
Gebruikmaken.kwaliteiten	,041	,050	,827	,409	-,057	,139
Kennisdeling	,017	,051	,341	,734	-,083	,118
Klant.voorop	,132	,043	3,046	,003	,047	,217
Persoonlijkheidsverschillen	,074	,042	1,749	,081	-,009	,158
Team.doelen	,035	,041	,853	,394	-,045	,115
Tevreden.collegas	-,048	,055	-,882	,379	-,156	,060
Tevreden.taakverdeling	,021	,046	,454	,650	-,069	,111
Zorgvraag.uren.afstemmen	,034	,046	,732	,465	-,057	,125

Antecedent: employee empowerment

Tests of Between-Subjects Effects

Dependent Variable: Employee.Satisfaction

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	38,674 ^a	3	12,891	93,560	,000
Intercept	6,062	1	6,062	43,993	,000
Kansen.krijgen	6,067	1	6,067	44,034	,000
Open.voor.suggesties	,632	1	,632	4,587	,033
Waardering	10,299	1	10,299	74,743	,000
Error	46,573	338	,138		
Total	857,750	342			
Corrected Total	85,247	341			

a. R Squared = ,454 (Adjusted R Squared = ,449)

Parameter Estimates

Dependent Variable: Employee.Satisfaction

Parameter	B	Std. Error	t	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Intercept	,466	,070	6,633	,000	,328	,604
Kansen.krijgen	,212	,032	6,636	,000	,149	,275
Open.voor.suggesties	,079	,037	2,142	,033	,006	,152
Waardering	,320	,037	8,645	,000	,247	,392

Antecedent: communication

Tests of Between-Subjects Effects

Dependent Variable: Employee.Satisfaction

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	37,734 ^a	9	4,193	29,724	,000
Intercept	1,344	1	1,344	9,532	,002
Aanspreken.collegas	,062	1	,062	,443	,506
Communicatie.Buurtzorg	7,062	1	7,062	50,066	,000
Complimenten.communiceren	1,292	1	1,292	9,162	,003
Duidelijke.werkzaamheden	1,046	1	1,046	7,412	,007
Fouten.bespreken	,613	1	,613	4,343	,038
Individuele.doelen	,033	1	,033	,235	,628
Informatievoorziening.verandering	,250	1	,250	1,775	,184
Verbeterpunten.communiceren	,003	1	,003	,024	,876
Verwachte.resultaten	,056	1	,056	,399	,528
Error	46,265	328	,141		
Total	846,000	338			
Corrected Total	83,999	337			

a. R Squared = ,449 (Adjusted R Squared = ,434)

Parameter Estimates

Dependent Variable: Employee.Satisfaction

Parameter	B	Std. Error	t	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Intercept	,268	,087	3,087	,002	,097	,439
Aanspreken.collegas	-,027	,040	-,665	,506	-,106	,052
Communicatie.Buurtzorg	,301	,043	7,076	,000	,218	,385
Complimenten.communiceren	,114	,038	3,027	,003	,040	,188
Duidelijke.werkzaamheden	,129	,047	2,723	,007	,036	,222
Fouten.bespreken	,087	,042	2,084	,038	,005	,170
Individuele.doelen	,016	,034	,485	,628	-,050	,083
Informatievoorziening.verandering	,051	,038	1,332	,184	-,024	,126
Verbeterpunten.communiceren	,006	,039	,156	,876	-,071	,083
Verwachte.resultaten	,030	,047	,632	,528	-,063	,123

Antecedent: individual characteristics

Tests of Between-Subjects Effects

Dependent Variable: Employee.Satisfaction

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	41,185 ^a	15	2,746	19,968	,000
Intercept	1,193	1	1,193	8,678	,003
Begrijpen.reden.verandering	,046	1	,046	,335	,563
Bij.mij.terecht	1,730	1	1,730	12,578	,000
Bijdragen.succes	,696	1	,696	5,060	,025
Doelstellingen	6,812	1	6,812	49,542	,000
Emotioneel	,080	1	,080	,585	,445
Energie	3,292	1	3,292	23,939	,000
Fit	,055	1	,055	,398	,529
Lichamelijk	,004	1	,004	,027	,869
Medeverantwoordelijkheid dsgevoel	,054	1	,054	,394	,531
Ontwikkelen	,331	1	,331	2,404	,122
Open.nieuwe.taken	,022	1	,022	,158	,691
Organisatiekennis	,125	1	,125	,908	,341
Spanningen	,026	1	,026	,193	,661
Veranderingen	1,883E-6	1	1,883E-6	,000	,997
Veranderingen.team.samenstelling	,011	1	,011	,083	,773
Error	43,863	319	,138		
Total	845,563	335			
Corrected Total	85,047	334			

a. R Squared = ,484 (Adjusted R Squared = ,460)

Parameter Estimates

Dependent Variable: Employee.Satisfaction

Parameter	B	Std. Error	t	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Intercept	,287	,097	2,946	,003	,095	,478
Begrijpen.reden.verandering	-,023	,040	-,579	,563	-,101	,055
Bij.mij.terecht	,180	,051	3,547	,000	,080	,279
Bijdragen.succes	,092	,041	2,249	,025	,012	,173
Doelstellingen	,351	,050	7,039	,000	,253	,449
Emotioneel	,035	,046	,765	,445	-,056	,127
Energie	,190	,039	4,893	,000	,113	,266
Fit	-,024	,038	-,631	,529	-,099	,051
Lichamelijk	-,007	,041	-,165	,869	-,087	,073
Medeverantwoordelijkheid dsgevoel	-,029	,046	-,628	,531	-,119	,061
Ontwikkelen	-,053	,034	-1,551	,122	-,121	,014
Open.nieuwe.taken	,016	,039	,398	,691	-,061	,092
Organisatiekennis	,038	,040	,953	,341	-,041	,117
Spanningen	,017	,039	,439	,661	-,060	,094
Veranderingen	,000	,040	,004	,997	-,079	,079
Veranderingen.team.samenstelling	-,011	,040	-,289	,773	-,090	,067

Antecedent: job satisfaction

Tests of Between-Subjects Effects

Dependent Variable: Employee.Satisfaction

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	38,526 ^a	2	19,263	135,439	,000
Intercept	6,315	1	6,315	44,403	,000
Tevreden. werkzaamheden	11,308	1	11,308	79,507	,000
Zinvol	11,772	1	11,772	82,770	,000
Error	50,206	353	,142		
Total	897,250	356			
Corrected Total	88,732	355			

a. R Squared = ,434 (Adjusted R Squared = ,431)

Parameter Estimates

Dependent Variable: Employee.Satisfaction

Parameter	B	Std. Error	t	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Intercept	,449	,067	6,664	,000	,317	,582
Tevreden. werkzaamheden	,298	,033	8,917	,000	,232	,363
Zinvol	,416	,046	9,098	,000	,326	,506

Overall analysis

Tests of Between-Subjects Effects

Dependent Variable: Employee.Satisfaction

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	50,839 ^a	23	2,210	21,225	,000
Intercept	,002	1	,002	,018	,893
Efficiënt.werken.Buurtzorg	,228	1	,228	2,192	,140
Hulp.Almelo	,206	1	,206	1,982	,160
Kantoorruimte	,120	1	,120	1,151	,284
Klantgericht	,003	1	,003	,031	,861
Middelen	,576	1	,576	5,528	,019
Ontwikkelingsmogelijkheden	,371	1	,371	3,558	,060
Tevreden.omstandigheden	,080	1	,080	,765	,383
Werk.privé.balans	,112	1	,112	1,073	,301
Bij.collegas.terecht	,122	1	,122	1,167	,281
Klant.voorop	,002	1	,002	,016	,899
Kansen.krijgen	,408	1	,408	3,919	,049
Open.voor.suggesties	,255	1	,255	2,452	,118
Waardering	,423	1	,423	4,061	,045
Communicatie.Buurtzorg	,179	1	,179	1,719	,191
Complimenten.communiceren	,648	1	,648	6,218	,013
Duidelijke.werkzaamheden	,072	1	,072	,688	,408
Fouten.bespreken	,002	1	,002	,015	,904
Bij.mij.terecht	,292	1	,292	2,804	,095
Bijdragen.succes	,002	1	,002	,021	,884
Doelstellingen	,435	1	,435	4,181	,042
Energie	,317	1	,317	3,044	,082
Tevreden.werkzaamheden	,393	1	,393	3,774	,053
Zinvol	1,317	1	1,317	12,647	,000
Error	30,722	295	,104		
Total	797,063	319			
Corrected Total	81,561	318			

a. R Squared = ,623 (Adjusted R Squared = ,594)

Parameter Estimates

Dependent Variable: Employee.Satisfaction

Parameter	B	Std. Error	t	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Intercept	-,012	,087	-,134	,893	-,184	,160
Efficiënt.werken.Buurtzorg	,062	,042	1,480	,140	-,020	,144
Hulp.Almelo	,071	,051	1,408	,160	-,028	,171
Kantoorruimte	,026	,025	1,073	,284	-,022	,075
Klantgericht	-,009	,050	-,175	,861	-,107	,090
Middelen	-,073	,031	-2,351	,019	-,134	-,012
Ontwikkelingsmogelijkheden	,055	,029	1,886	,060	-,002	,112
Tevreden.omstandigheden	,031	,036	,874	,383	-,039	,102
Werk.privé.balans	,028	,027	1,036	,301	-,025	,080
Bij.collegas.terecht	-,054	,050	-1,080	,281	-,153	,045
Klant.voorop	-,005	,036	-,127	,899	-,075	,066
Kansen.krijgen	,072	,036	1,980	,049	,000	,144
Open.voor.suggesties	-,057	,037	-1,566	,118	-,130	,015
Waardering	,091	,045	2,015	,045	,002	,181
Communicatie.Buurtzorg	,064	,049	1,311	,191	-,032	,160
Complimenten.communiceren	,073	,029	2,494	,013	,015	,130
Duidelijke.werkzaamheden	,032	,039	,829	,408	-,045	,109
Fouten.bespreken	-,005	,041	-,121	,904	-,086	,076
Bij.mij.terecht	,094	,056	1,675	,095	-,016	,204
Bijdragen.succes	-,005	,037	-,146	,884	-,079	,068
Doelstellingen	,123	,060	2,045	,042	,005	,241
Energie	,064	,037	1,745	,082	-,008	,137
Tevreden.werkzaamheden	,079	,040	1,943	,053	-,001	,158
Zinvol	,178	,050	3,556	,000	,080	,277