

Self-Organisation and Absence Tendency in the Health Care Sector in the Netherlands

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Abstract

Self-organisation is currently a topic of great relevance in the health care sector in the Netherlands, many organisations have changed their organisational structure to self-organisation. This study aims to create insight in the possible consequences of self-organisation in terms of absenteeism. A theoretical model is created where the possible mediating role of work engagement on the relationship between self-organisation and absence tendency is tested. In addition to this, six possible mediating variables have been tested to better understand the relationship between self-organisation and work engagement: absence policy, absence culture, teamwork, individual autonomy and social support of co-workers and supervisors. 360 employees of four different health care organisations in the Netherlands have participated in this self-reported questionnaire study. The findings of this study support the introduction of self-organisation and more team autonomy in the health care sector because of its positive relationship with work engagement. This relationship exists because self-organisation is associated with improved absence policy, more individual autonomy and more social support of co-workers. All factors that are positively associated with work engagement, and through this indirectly negatively associated with absence tendency. Despite these interesting findings, the number of direct relationships with absence (tendency) found in this study is limited and more research is needed to draw firm conclusions and use these findings in practical implications. Explicitly research on organisations changing towards more or less self-organisation, on an extensive period of time, would help in building a more causal understanding of the relationship between self-organisation and absence.

Key words: self-organisation; absence policy; absence culture; teamwork; individual autonomy; social support; work engagement; absence tendency.

Introduction

Self-organisation is currently a topic of great relevance in the health care sector in the Netherlands, many organisations have changed their organisational structure to self-organisation (Renkema, 2018). This study aims to create insight in the possible consequences of self-organisation in terms of absenteeism. According to Wilke and Schurink (2016) the introduction of self-organisation in the health care sector causes an increase in the absence rate of organisations. This study examines this finding and investigates how this effect can be explained, answering the following research question:

What is the relationship between self-organisation and individual absence tendency of the employee in the health care sector and how can this effect be explained?

Theoretical background

Introducing self-organisation in teams

Self-organising teams have gained much of their popularity in recent years. However, it is not a new phenomenon. Research on this organisational concept started with the English coal miners in the 1950's (Trist, Higgin, Murray & Pollock, 1963). While in the United States the first firms started a few years later with self-organising teams (Walton, 1982). Self-organisation is an organisational form in which employees manage themselves in small teams of generally 10 to 15 people who take on responsibilities of their former supervisors. The self-management perspective is a radical shift from hierarchical supervision (Barker, 1993). The teams have a high amount of autonomy, direct their own work and coordinate with other departments of the organisation themselves. Generally, self-organising teams have control over scheduling, hiring, problem solving, product quality monitoring and customer relations (Hanlon, Meyer & Taylor, 1994). The entire team has the responsibility of the performance of the team. Team members have broad roles and are able to perform many functions related to achieving the goals of the team (Barker, 1993).

Self-organising teams are perceived as effective because workers would perform better when they are in charge of their own matters, according to the minimal critical specification principle (Pasmore, Francis, Haldeman & Shani, 1982). This includes the fact that intrinsic motivation and satisfaction of the employees should rise when the autonomy over their work is higher. Due to more ownership of the work, the success will be more attributed to the performance of the individual. Another argument why self-organising teams would be successful is because employees are closer to the source of variance in comparison

with their supervisors. Employees are performing the work themselves, and supervisors cannot oversee all the work of their employees directly. If the situation changes, in general the employees are the first to acknowledge this. With more authority to make decisions, employees can adapt faster to restore mistakes in procedures. Because self-organising teams have more authority to make decisions, they have the potential of being more flexible and adaptive in comparison with more hierarchical organisational structures (Johnson, Hollenbeck, Scott DeRue, Barnes, & Jundt, 2013). In addition to this, self-organisation enhances decision making through harnessing the specialized knowledge and skills from the team members (Cooney, 2004). Processes will be better facilitated and interactions develop because the team as a whole is responsible (Stewart, 2006). The study of Man and Lam (2003) states that increasing task autonomy will increase group cohesiveness, which subsequently leads to better performance. Not only the quality of the work would improve, but the well-being of the employees would be strengthened and the commitment would be improved in self-organising teams as well (Alper, Tjosvold & Law, 1998).

However, researchers seem to express different views in the effectiveness of self-organisation (Wilke, Van Rossum & Ten Have, 2018). Empirical studies on the relationship between team autonomy and performance have been inconclusive (Cordery, Morrison, Wright & Wall, 2010). Some leadership functions are harder to manage by a team and weak team members could have a more disruptive effect. Due to the power vacuum, more conflicts could arise that could have a negative effect on performance (Power and Waddell, 2004). The implementation of self-organisation can create a reduced awareness of changes outside of the team as well (Johnson et al., 2013; Wu, Wang, Bi & Liu, 2013).

Introducing absenteeism

Besides the effect on performance, self-organisation could have an effect on the absence behaviour within an organisation as well. Absenteeism in the workplace is a relevant problem for organisations and their employees. It causes productivity loss and the work load among colleagues will rise due to absenteeism. This creates a lot of economic costs for organisations and psychological damage for individuals (Ybema, Smulders & Bongers, 2010).

Absenteeism is a hard subject to study because there are lots of aspects influencing the absenteeism of an individual. Most short-term absences are due to common colds and influenza, however long-term absences are generally due to physical and psychological illnesses (Allegro & Veerman, 1998). According to the model of Johns (2010) there are several important factors explaining the absenteeism in an organisation. In general, a health

event can result in presenteeism and absenteeism. Presenteeism refers to attending at work while ill and absenteeism is generally defined as not showing up for scheduled work (Johns, 2010). The relationship between a health event and the consequences is influenced by context factors and personal factors. Important context factors are: job demands, job security, reward system, absence policy, absence culture, teamwork, ease of replacement and adjustment latitude. Important personal factors are: work attitudes, personality, perceived justice, stress, perceived absence legitimacy, proclivity for sick role, health locus of control and gender (Johns, 2010).

In general, it can be expected that the organisational concept of self-organisation does not directly influence the probability of occurrence of an health event. To minimize the effect of health events on the absence variable measured in this research, individual absence tendency is used to assess the expected absence behaviour of an individual if an health event occurs. This is relevant because behavioural intentions account for considerable variance in actual behaviour, according to the theory of planned behaviour (Ajzen, 1991).

Self-organisation, work engagement and absenteeism

In order to realise a better understanding of the relationship between self-organisation and absenteeism, this research hypothesized that work engagement has a mediating role. Work engagement is defined as a positive, fulfilling work-related state of mind that is characterized by vigor, dedication, and absorption (Schaufeli, Salanova, González-Romá & Bakker, 2002). Self-organisation can have an influence on the perceived job satisfaction of the employee in different ways. Autonomy is an important resource which creates higher well-being and less strain (Schaufeli & Bakker, 2004a). Job satisfaction is a predictor for absenteeism. However relatively weak, there is a significant reciprocal relationship between absenteeism and job satisfaction (Ybema, Smulders & Bongers, 2010).

Referencing to the mentioned predictors of absenteeism (Johns ,2010) the model of figure 1 is created to acquire possible mediating variables of the relationship between self-organisation, work engagement and absence from an absenteeism perspective.

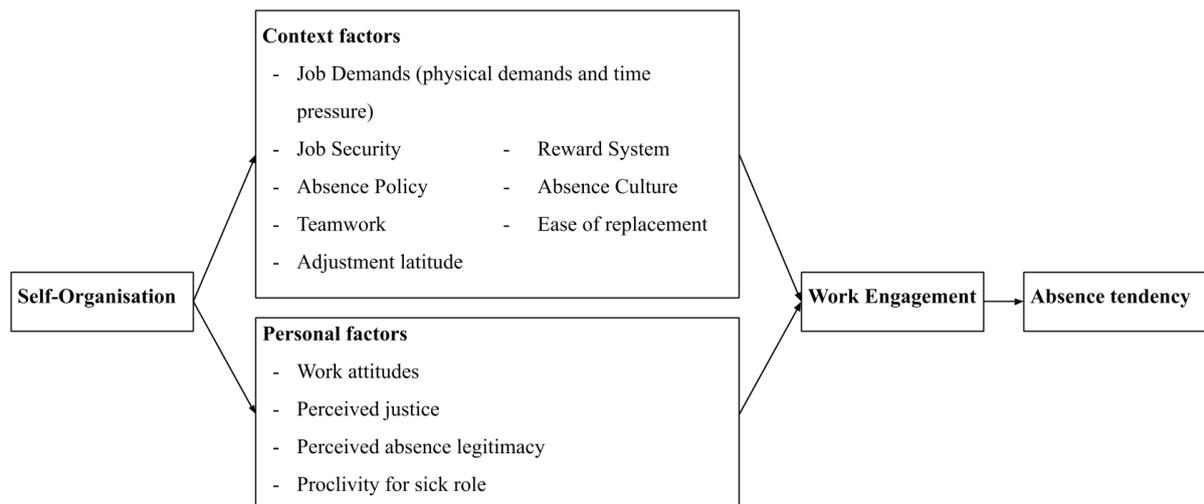


Figure 1. Possible mediating variables from the absence perspective of Johns (2010).

Job demands-resources model

Next to the absence perspective, the job demands-resources model of Schaufeli and Bakker (2004a) is used as a framework to assess the different aspects of work. This way different work components that can be influenced by self-organisation are addressed.

Job demands are the physical, psychological, social or organisational aspects of the job that require physical and/or psychological effort. Job resources are physical, psychological social or organisational aspects of the job that reduce the demands, and/or are functional in achieving work goals and and/or stimulate personal growth (Schaufeli & Bakker, 2004a). Job demands, for example work overload or emotional demands, are associated with exhaustion. Lacking job resources in the form of performance feedback, job control or autonomy, participation in decision making and social support are associated with disengagement (Demerouti, Bakker, Nachreiner & Schaufeli, 2001). According to Schaufeli and Bakker (2004a), burnout is mainly predicted by job demands but also by a lack of job resources. Burnout is related to health problems and absenteeism. Figure 2 shows the created model from the job demands-resources perspective (Schaufeli & Bakker, 2004a). Burnout is not included in the model because the core burn out dimensions, emotional exhaustion and cynicism, and the core work engagement dimensions, vigor and dedication, can be seen as opposites of each other (González-Romá, Schaufeli, Bakker & Lloret, 2006).

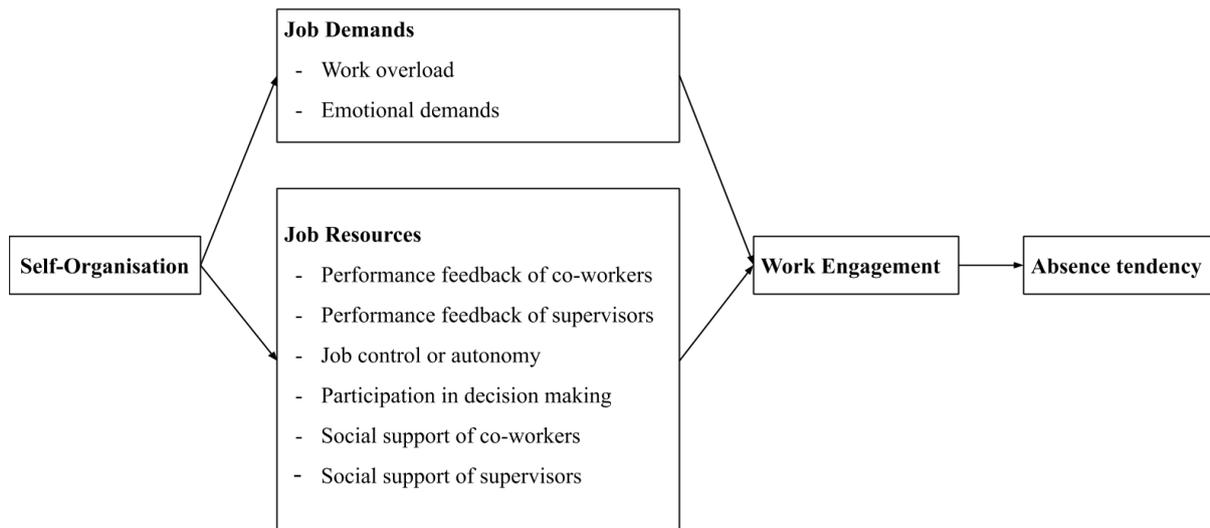


Figure 2. Explaining variables from the Job Demands-Resources perspective (Schaufeli & Bakker, 2004).

Pilot study: exploratory interviews

To combine scientific knowledge with practical experience, interviews have been conducted with senior consultants and trainers in self-organisation and absence management in the field (Falke & Verbaan, 2018). This way, in order to limit the length of the questionnaire, five possible mediating variables have been defined from the created models in figure 1 and 2 (Johns, 2010; Schaufeli & Bakker, 2004a): absence policy, absence culture, teamwork, individual autonomy and social support. Social support is divided by the perceived social support from co-workers and from supervisors. Another important conclusion retrieved from this pilot study is the fact that ‘self-organisation’ is a concept that is widely used to assess different types of self-organisation. For this reason, self-organisation is not operationalized as one generic concept that is the same in different organisations. ‘Self-organisation’ is defined by a continuous variable which is determined by the extent to which a team has autonomy in doing their work. Figure 3 shows the research design of this study.

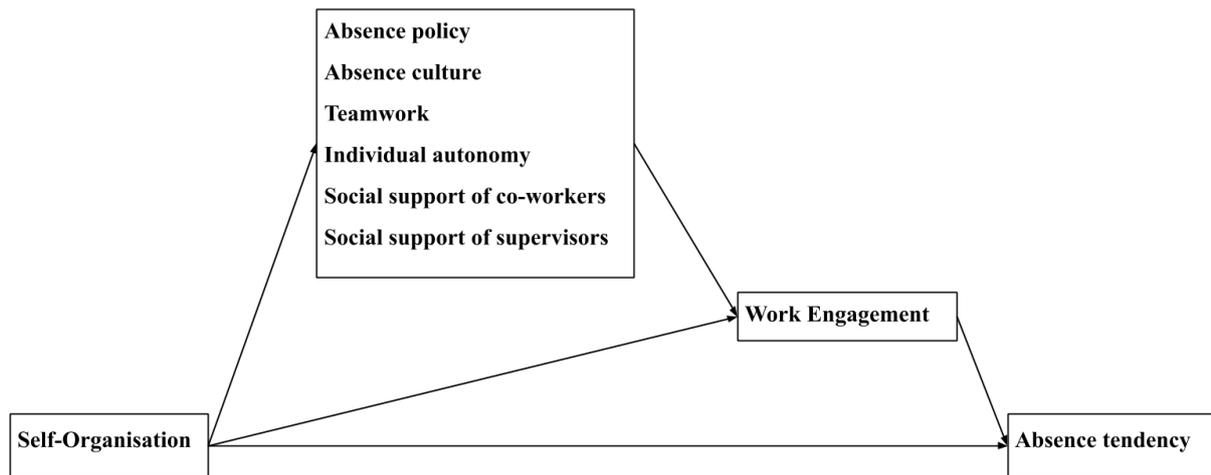


Figure 3. Research design: self-organisation, work engagement and absence tendency.

Hypothesis

Self-organisation and individual absence tendency

The direct effect of self-organisation on absence has not been studied for a long time (Stewart, Courtright & Manz, 2011). The last empirical evidence dates from 1994 (Cohen & Ledford, 1994). In general, there is no consistency in the findings of the effect of self-organisation on absence (Stewart, Courtright & Manz, 2011). The recent research of Wilke and Schurink (2016) showed an increase in absenteeism after the introduction of self-organisation in the health care sector. Therefore it is expected that perceived self-organisation is positively associated with individual absence tendency.

Hypothesis 1: The higher the level of self-organisation, the higher the absence tendency.

Self-organisation, work engagement and absence tendency

As mentioned in the theoretical perspective, self-organisation has several consequences on job resources. Work engagement is predicted by job resources, and is associated with absence frequency and voluntary absenteeism being the results of lacking motivation (Bakker, 2011; Schaufeli, Bakker & Van Rhenen, 2009). Work engagement is related to long-term sickness absence as well (Rongen, Robroek, Schaufeli & Burdorf, 2014). Self-organisation can cause a power vacuum, which causes a decrease in job resources due to role and responsibility ambiguity (Power and Waddell, 2004). Because of this decrease in job resources by the influence of self-organisation, work engagement is lower and the absence tendency will rise. This way, it is hypothesized that work engagement mediates the positive relationship between self-organisation and absence tendency.

Hypothesis 2: Work engagement mediates the positive relationship between self-organisation and absence tendency.

Self-organisation, absence policy and work engagement

Absence policy refers to the extent there is an active policy to prevent absenteeism, whether there is sincere attention for absent employees and whether they are effectively accompanied in their re-integration. Due to the possible occurrence of a power vacuum and the fact that more hierarchy could help for an effective absence policy, it is argued that self-organisation creates a less effective absence policy (Power & Waddell, 2004; Wilke & Schurink, 2016). The more effective the absence policy, the more sincere attention an employee receives, the more an employee feels valued, which will create more work engagement. This way it is hypothesized that absence policy mediates the negative relationship between self-organisation and absence tendency.

Hypothesis 3: Absence policy partly mediates the negative relationship between self-organisation and work engagement.

Self-organisation, absence culture and work engagement

As the research of Wilke and Schurink (2016) shows, self-organisation has a positive effect on the amount of absence. When absence occurs more often in a team, it is likely that the acceptance of absence in a team will rise according to the norm theory of Kahneman and Miller (1986). Events generate their own standards by retrieval or similar experiences stored in memory (Kahneman & Miller, 1986). The value of attending at work diminishes, which will result in a lower work engagement. Therefore, it is expected that a more permissive absence culture partly mediates the negative relationship between self-organisation and work engagement.

Hypothesis 4: Absence culture partly mediates the negative relationship between self-organisation and work engagement.

Self-organisation, teamwork and work engagement

Self-organisation creates a rise of team autonomy which will increase group cohesiveness (Man & Lam, 2003). Because the team as a whole is responsible, the process will be better facilitated and interactions develop (Stewart, 2006). The positive experience of teamwork is linked to job satisfaction and thus work engagement (Ybema, Smulders & Bongers, 2010).

Hence, it is hypothesized that the positive perception of teamwork partly suppresses the negative relationship between self-organisation and work engagement.

Hypothesis 5: Teamwork partly suppresses the negative relationship between self-organisation and work engagement.

Self-organisation, individual autonomy and work engagement

In general it could be said that the introduction of self-organisation will have a positive effect on the perceived autonomy of individuals in a team (Hanlon et al., 1994). Because the team as a whole will have more autonomy, on average, the individual autonomy will rise. More individual autonomy is associated with more work engagement (Schaufeli, Bakker & Van Rhenen, 2009). However, important to note is the fact that recent research in the health care sector from the Trimbos Instituut showed that the amount of self-organisation not necessarily has an effect on the amount of experienced individual autonomy (Heijkants, Prins & Willems, 2018). This could possibly be explained by the decreasing effect of the rise of interdependency within the team. Team members will be more dependent on each other, creating less possibilities in the way the work can be organized. Due to the fact that self-organisation not necessarily has an influence on individual autonomy, no hypothesis is created. But, because of the ambiguity of the effect of self-organisation on perceived individual autonomy, it is a relevant exploratory part of this research.

Self-organisation, social support and work engagement

It is expected that the more a team is self-organised, the higher the perception of social support of co-workers will be due to more contact and more interpersonal dependency. Following the same line of reasoning, it is expected that the more self-organised a team is, the less the perceived social support of supervisors will be. Social support is a job resource which is associated with work engagement as well (Schaufeli, Bakker & Van Rhenen, 2009). Therefore a partly suppressing effect is expected of social support of co-workers on the relationship between self-organisation and work engagement. And a partly mediating effect of social support of supervisors on the relationship between self-organisation and absence tendency is expected.

Hypothesis 6: Social support of co-workers partly suppresses the negative relationship between self-organisation and work engagement.

Hypothesis 7: Social support of supervisors partly mediates the negative relationship between self-organisation and work engagement.

Exploratory: absence behaviour

In addition to the research design, some exploratory research has been carried out to investigate the relationship between the variables in the research design and self-reported absence behaviour measured by the number of absence times and the absence length. This way not only the absence tendency but the actual absence behaviour is analysed as well.

Method

This self-reported questionnaire study focuses on self-organisation, work engagement and absence within the health care sector in the Netherlands. In this study the participants were required to be an active employee of a health care institution in the Netherlands. Due to the fact that the native language of the participants was Dutch, the 15-minute online questionnaire was created in Dutch.

Participants

Before the data collection, an a priori power analysis was performed using *G*Power* (Erdfelder, Faul, & Buchner, 1996). A small effect was expected with a partial r squared of .05 and an effect size of $f^2 = .05$. The power analysis indicated that 280 participants would be needed to detect a significant effect ($\alpha = .05$) with a power $(1-\beta) = .80$. More details are presented in appendix 1. The organisations approached for the data collection were customers of the consultancy organisation Falke & Verbaan. In this study four health care organisations in the Netherlands participated. In return for this participation the organisations received a report with the results on a department level and this scientific paper. Within the organisations, the contact person distributed the link of the online questionnaires with a kind request to partake. Individual participation was without compensation.

436 employees of the health care organisations participated in this study. However, from this 436 employees, 76 had to be discarded because they did not answer the entire questionnaire. Leaving 360 participants (58 male and 302 female) with an average age of 46 years ($M = 45.72$ years, $SD 13.33$ years, age range: 18-65 years). The employees worked on average 11.2 years in their current function. The highest level of education of the participants was mostly vocational education (63.9%) and higher professional education (22.8%). The remainder of the participants finished pre vocational education (5.5%), pre higher professional education/pre university education (6.7%) and university education (1.1%). The distribution of the participants per organisation was the following: 112 employees from the first organisation, 33 employees from the first department of the second organisation, 90

employees from the second department of the second organisation, 70 employees from the third organisation and 45 employees from the fourth organisation.

Procedure

Participants received the link of the questionnaire which they could fill in on their smartphone, tablet, computer or other electronic device, on their own preferred circumstances. Before filling in the questionnaire, it was emphasized that the questions could not be answered right or wrong but that the thing that mattered was the opinion and experience of the participant. The anonymity of the participation was ensured before participation. In addition to that, the participants were informed of the fact that their organisation would receive the overarching results of the study on a department level. The length of the questionnaire (18 questions and approximately 10 minutes) was presented before participants started. After the questionnaire was completed, the participants were thanked for their participation and contact information of the author was given in case there were any questions or remarks.

Measures

An overview of the questionnaire in Dutch is presented in Appendix 2. The different variables in this study are operationalized using 9 different scales. For each scale, a reliability analyses using Cronbach's alpha is performed to assess if the reliability of the questionnaires was acceptable. Any reliability values above .70 were deemed to be acceptable (Cronbach, 1951).

Next to the different scales, in the beginning of the questionnaire some demographic variables are assessed: gender, age, education, current position and time of employment in current position. Two items asked the number of persons in the team and whether the participant has a direct supervisor. At the end of the questionnaire the number of absence times and the number of absence days in the last year were measured. Example items are: 'How many times (without maternity leave) have you been absent in the past 12 months due to sickness?' and 'How many days (without maternity leave) have you approximately been absent in the past 12 months due to sickness? (count every day from the beginning to the end of the absence period, days off and weekend days included)'.

The variable *teamwork* is measured with the Collaboration Departments Scale from the VBBA2.0, a Dutch standard for questionnaire studies in the field of work, well-being and performance (Van Veldhoven, Prins, Van der Laken & Dijkstra, 2014). In this scale, consisting of 3 items, the word 'department' is changed into 'your team'. Example items are:

‘Do you think the teamwork in your team is good?’ and ‘Do your team members support each other when problems have to be solved?’ The different scales from the VBBA2.0 all have 4 answering options to indicate the extent to which the situation is applicable for the participant: ‘never’, ‘sometimes’, ‘often’, and ‘always’. The reliability of the Collaboration Departments Scale is: $\alpha = .81$ and with removal of an item this would not improve.

The variable *team autonomy* is assessed with the Autonomy In Work Scale from the VBBA2.0, consisting of 4 items (Van Veldhoven et al., 2014). The word ‘you’ is changed to ‘your team’. Example items are: ‘Can your team decide for itself the way the work is carried out?’ and ‘Can your team determine for itself the amount of time used for a certain activity?’ The reliability of the scale is: $\alpha = .80$, and with removal of an item this would not improve.

The Relationship With Colleagues scale from the VBBA2.0, consisting of 6 items, is used to operationalize the variable: *social support from colleagues* (Van Veldhoven et al., 2014). Example items are: ‘Can you count on your colleagues when you are having a hard time at work?’ and ‘Do you have conflicts with your colleagues?’. Before analysing the reliability of the scale two items were recoded. The reliability of the scale is $\alpha = .79$ and does not significantly improve when deleting an item.

The variable *social support from supervisors* is measured with the Relationship With Supervisor Scale from the VBBA2.0 and consists of 6 items as well (Van Veldhoven et al., 2014). The formulation of the items is similar to the Relationship With Colleagues Scale, the word ‘colleagues’ is changed into ‘supervisor’. Example items are: ‘Can you, if necessary, ask your supervisor for help?’ and ‘Do you have a good understanding with your supervisor?’ The reliability analysis is performed after two items were recorded. The reliability of the scale is $\alpha = .83$ and does not significantly improve when deleting an item.

The Autonomy In Work Scale from the VBBA2.0, consisting of 4 items, is used to operationalize the variable *individual autonomy* (Van Veldhoven et al., 2014). The formulation of the scale is similar to the scale that is used to assess the variable *team autonomy*, the word ‘you’ is used and not changed into ‘your team’. Example items are: ‘Do you have freedom in the way you do your work?’ and ‘Can you organize your own work?’ The reliability of the scale is $\alpha = .85$ and does not improve when deleting an item.

The variable *work engagement* is assessed with the Utrecht Work Engagement Scale (UWES; Schaufeli & Bakker, 2004b) and consists of 9 items. The items were rated on a 7-point Likert scale ranging from ‘never’ to ‘always’. Example items are: ‘When working, I feel fit and strong.’ and ‘I am proud of my work.’ The reliability of the scale is $\alpha = .94$ and does not improve when deleting an item.

The variable *absence policy* is operationalized using the Absence Policy Supervisor Scale of Ybema, Sanders & de Vroome (2006), consisting of 7 items. The formulation of the items is changed from ‘your superior’ to ‘in my organisation’. The items were rated on a 5-point Likert scale ranging from ‘totally disagree’ to ‘totally agree’. Example items are: ‘In my organisation there is sincere attention for absent employees.’ and ‘In my organisation, sufficient time is spend to help absent employees to reintegrate.’ The reliability of the scale is $\alpha = .89$ and does not improve when deleting an item.

The Permissive Absence Culture Scale, consisting of 3 items, is used to measure the variable *absence culture* (Ybema, Sanders & de Vroome, 2006). The items were rated on a 5-point Likert scale ranging from ‘totally disagree’ to ‘totally agree’. Example items are: ‘In my department/team employees call in sick easily’ and ‘In my department/team employees call in sick while they are not sick at all’. The reliability of the scale is $\alpha = .89$ and does not improve when deleting an item.

The last variable *absence tendency* is assessed by the Tendency To Report Sick Scale, consisting of 7 items (Hopstaken, 1994). Seven situation descriptions were presented to the participants. The participants rated the applicability of the items with the following answering options: ‘definitely’, ‘probably’, ‘probably not’ and ‘definitely not’. Example items are: ‘In the next year, I will call in sick when I want to do something fun.’ and ‘In the next year, I will call in sick when they need me at home.’ The reliability of the scale is $\alpha = .78$ and would improve to .828 when deleting the item: ‘In the next year, I will call in sick when I feel ill’. For internal validity reasons, it is relevant to assess the tendency in a social acceptable situation as well. Because the reliability of the scale is acceptable, this item is not excluded.

Statistical Analyses

To get a first impression of the data, the Pearson’s r test is used to assess the bivariate relationship between all the variables in the research design. Before performing this analysis the necessary assumptions were tested. Each participant participated only once in the research, each variable is approximately normally distributed, there is a linear relationship between the variables and the error variance is assumed to be approximately the same at all points along the linear relationship.

To test the different hypothesis, the Baron and Kenny (1986) steps are performed by standard multiple regression analysis (MRA) and hierarchical MRA. Prior to interpreting the results of the MRA the normal distribution of variables and the presence of univariate and multivariate outliers was tested. The variables are approximately normally distributed,

however there have been found some univariate and multivariate outliers. The variables absence tendency (4), self-organisation (9), work engagement (2), absence policy (4), absence culture (3), teamwork (2), individual autonomy (9) and social support of co-workers (1) have univariate outliers. Due to the fact that these outliers are part of the population and there is no reason to assume that they are data entry errors, these outliers are not deleted. There is one multivariate outlier in the mediation analysis of hypothesis 5, one in the mediation analysis of hypothesis 6 and one in the mediation analysis of hypothesis 7. Because of the fact that removing these outliers has a small effect on the results, these outliers are not removed. The assumptions of multicollinearity as well as the assumptions of normality, linearity and homoscedasticity of residuals have been met. In addition to the Baron and Kenny (1986) steps, the bootstrapping test from Preacher & Hayes (2004) is performed as well because this method is more robust than the Baron and Kenny steps (Zhao, Lynch & Chen, 2010). The 95% confidence interval of the indirect effects was obtained with 5000 bootstrap resamples (Preacher & Hayes, 2004). In this study, both mediation measures showed comparable results.

In the exploratory analysis the variables number of absence times (number of absence) and number of absence days (length of absence) are studied. The Pearson's r test is used to assess the correlation between the number of absence, the length of absence and the other variables in the research design. Next to this the Baron and Kenny (1986) steps, using a standard MRA and an hierarchical MRA, as well as the bootstrapping test from Preacher & Hayes (2004), are performed to test for mediation. Due to a breach of assumptions in the variable absence length, this variable is transformed with a log transformation. The log transformation is used because the absolute difference between the values was too big. In this case not the absolute difference but the proportional difference is interesting. The formula used to transform the variable absence length is the following: $\text{absence_length_log} = \text{LN}(\text{absence length}+1)$. Plus one is used because of the occurrence of a lot of zero values that cannot be used for a logistic transformation. All the assumption are met for the analysis regarding this new variable length of absence except the univariate outliers (14). Following the same line of reasoning as before, these outliers are not deleted. The analysis with the number of absence showed some breaches of assumptions which could not be solved by transformation. Results indicate that the assumption of normality, linearity and homoscedasticity of residuals has not been met and there are some univariate outliers (5) which have not been deleted. The analysis with number of absence are performed nonetheless, but it is important to note when interpreting the results.

Results

First, the descriptive statistics and the correlations of the different variables in the research design are shown in table 1 and table 2.

Table 1.

Descriptive statistics research design

Variable	N	Mean	Standard Deviation	Scale ranging
Absence tendency	360	1.40	.35	1 - 4
Self-organisation	360	2.91	.55	1 - 4
Work engagement	360	5.22	.99	1 - 7
Absence policy	360	3.38	.67	1 - 5
Absence culture	360	2.08	.89	1 - 5
Teamwork	360	2.94	.56	1 - 4
Individual autonomy	360	2.82	.58	1 - 4
Social support of co-workers	360	3.32	.41	1 - 4
Social support of supervisors	360	3.37	.67	1 - 4

Table 2

Pearson's r correlations research design

Variable	AT	SO	WE	AP	AC	TW	IA	SC	SS
Absence tendency		-.05	-.18**	.00	.08	-.01	-.07	-.10	-.05
Self-organisation	-.05		.24**	.21**	-.11*	.37**	.65**	.32**	.28**
Work engagement	-.18**	.24**		.27**	.00	.25**	.31**	.31**	.23**
Absence policy	.00	.21**	.27**		-.21**	.37**	.21**	.34**	.60**
Absence culture	.08	-.11*	.00	-.21**		-.29**	-.10	-.27**	-.18**
Teamwork	-.01	.37**	.25**	.37**	-.29**		.23**	.65**	.38**
Individual autonomy	-.07	.65**	.31**	.21**	-.10	.23**		.27**	.29**
Support co-workers	-.10	.32**	.31**	.34**	.27**	.64**	.27**		.45**
Support supervisors	-.05	.28**	.23**	.60**	-.18**	.38**	.29**	.45**	

Note. * $p < .05$. ** $p < .01$.

AT = Absence tendency

SO = Self-organisation

AP = Absence policy

AC = Absence culture

TW = Teamwork

IA = Individual Autonomy

SC = Social support of co-workers

SS = Social support of supervisors

As table 2 shows, the variable absence tendency is negatively associated with work engagement. Self-organisation is positively related to work engagement, absence policy, teamwork, individual autonomy, social support of co-workers and social support of supervisors, and negatively related to absence culture. Work engagement is positively associated with absence policy, teamwork, individual autonomy, social support of co-workers and social support of supervisors.

Hypothesis 1: The higher the level of self-organisation, the higher the absence tendency.

Self-organisation accounts for a non-significant .2% of the variability in absence tendency ($\beta = -.05$, $F(1, 358) = .77$, $p = .382$). Therefore hypothesis 1 is rejected, there is no significant relationship between the level of self-organisation and absence tendency.

Hypothesis 2: Work engagement mediates the positive relationship between self-organisation and absence tendency.

Hypothesis 1 found that self-organisation is not significantly associated with absence tendency. Results indicate that self-organisation is positively related to work engagement ($B = .44$, $t(358) = 4.76$, $p = .000$). The results also indicate that the suggested mediator, work engagement, is negatively associated with absence tendency when controlling for self-organisation ($B = -.06$, $t(358) = -3.23$, $p = .001$). The direct effect of self-organisation on absence tendency remained non-significant when controlling for work engagement. Results of the mediation analysis show the indirect-only mediation, with a significant negative indirect effect of self-organisation on absence tendency through work engagement ($B = -.03$, 95% CI $[-.05, -.01]$) (Zhao, Lynch & Chen, 2010). For this reason, hypothesis 2 is rejected. Figure 4 displays the results.

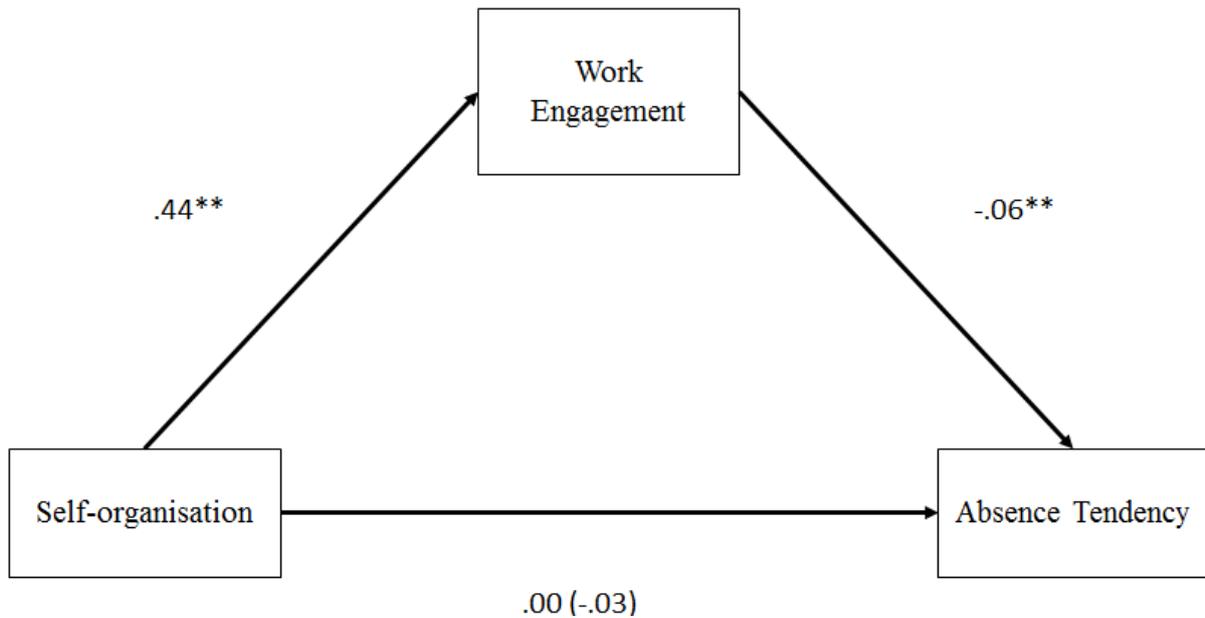


Figure 4. Beta Coefficients of the Indirect-only Mediation of Self-organisation on Absence Tendency through Work Engagement.

Note. $N = 360$. * $p < .05$. ** $p < .01$.

Due to the fact that self-organisation is positively related to work engagement, hypothesis 3-8 are rejected. However, each hypothesis still shows some interesting findings. Figure 5 displays the results of the mediation analysis of self-organisation on work engagement through absence policy, absence culture, teamwork, individual autonomy, social support of co-workers and social support of supervisors. The mediating effect is analysed controlling for the other possible mediating variables.

As hypothesis 2 showed, self-organisation is positively associated with work engagement ($B = .44$, $t(358) = 4.76$, $p = .000$). However, the relationship between self-organisation and work engagement disappears when controlling for the possible mediating variables absence policy, absence culture, teamwork, individual autonomy, social support of co-workers and social support of supervisors ($B = .00$, $t(358) = .03$, $p = .972$). Results of the mediation analysis show the indirect-only mediation, with a significant positive total indirect effect of self-organisation on work engagement through absence policy, absence culture, teamwork, individual autonomy, social support of co-workers and social support of supervisors ($B = .43$, 95% CI [.26, .63]) (Zhao, Lynch & Chen, 2010).

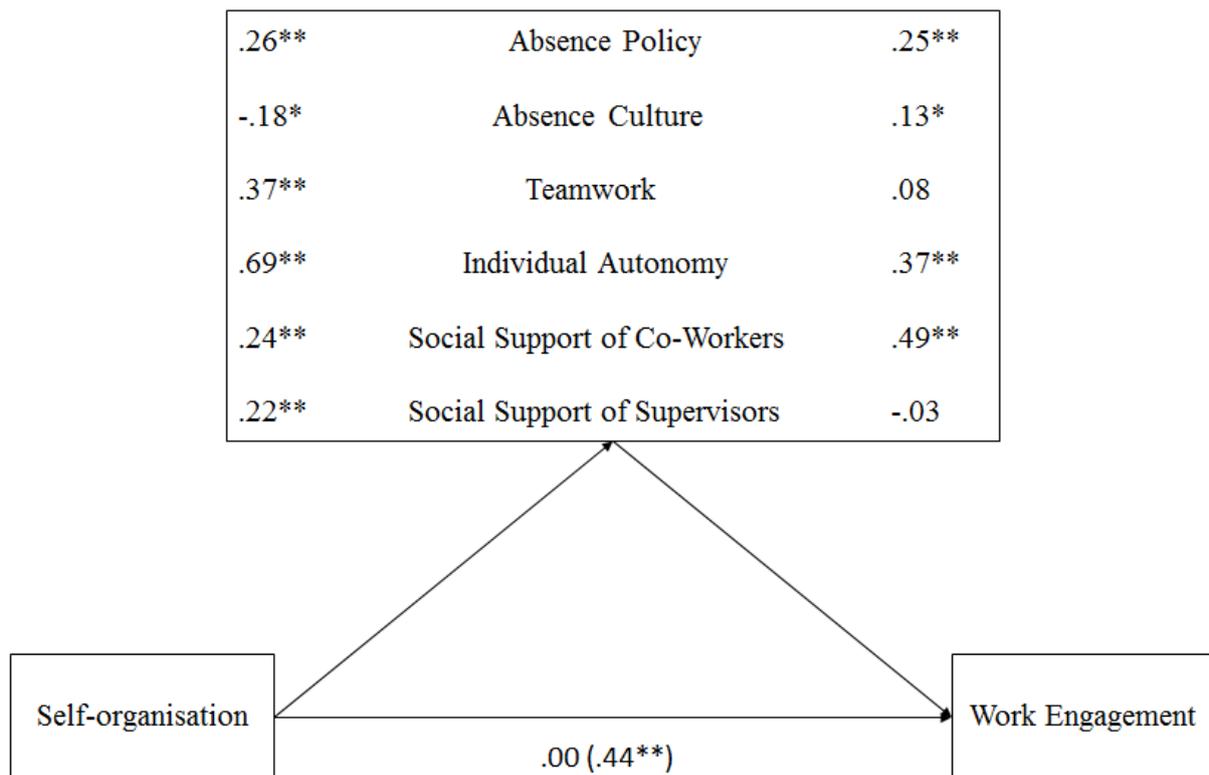


Figure 5. Beta Coefficients of the Indirect-only Mediation of Self-organisation on Work Engagement through Absence Policy, Absence Culture, Teamwork, Individual Autonomy, Social Support of Co-Workers and Social Support of Supervisors..

Note. $N = 360$. * $p < .05$. ** $p < .01$.

Hypothesis 3: Absence policy partly mediates the negative relationship between self-organisation and work engagement.

Results indicate that self-organisation is positively related to absence policy ($B = .26$, $t(358) = 4.12$, $p = .000$). When controlling for self-organisation and the other possible mediating variables in the model, absence policy is positively associated with work engagement as well ($B = .25$, $t(358) = 2.74$, $p = .007$). The indirect effect of self-organisation on work engagement through absence policy is significantly positive ($B = .06$, 95% CI [.01, .13]).

Hypothesis 4: Absence culture partly mediates the negative relationship between self-organisation and work engagement.

Self-organisation is negatively related to absence culture ($B = -.18$, $t(358) = -2.09$, $p = .038$). Results indicate that absence culture is positively related to work engagement, when controlling for self-organisation and the other possible mediating variables ($B = .13$, $t(358) =$

2.35, $p = .019$). However, the indirect effect of self-organisation on work engagement through absence culture is not significant ($B = -.02$, 95% CI $[-.06, .001]$).

Hypothesis 5: Teamwork partly suppresses the negative relationship between self-organisation and work engagement.

The analysis showed that self-organisation is positively associated with teamwork ($B = .37$, $t(358) = 7.51$, $p = .000$). When controlling for self-organisation and the other possible mediating variables, teamwork is not significantly related to work engagement ($B = .08$, $t(358) = .66$, $p = .512$). Therefore, there is no significant indirect effect of self-organisation on work engagement through teamwork.

Exploratory research: self-organisation, individual autonomy and work engagement

Results indicate that self-organisation is positively related to individual autonomy ($B = .69$, $t(358) = 16.12$, $p = .000$). Individual autonomy is positively associated with work engagement when controlling for self-organisation and the other possible mediating variables ($B = .37$, $t(358) = 3.43$, $p = .001$). The indirect effect of self-organisation on work engagement through individual autonomy is significantly positive ($B = .26$, 95% CI $[.10, .43]$).

Hypothesis 6: Social support of co-workers partly suppresses the negative relationship between self-organisation and work engagement.

Self-organisation is positively associated with social support of co-workers ($B = .24$, $t(358) = 6.32$, $p = .000$). When controlling for self-organisation and the other possible mediating variables, social support of co-workers is positively related to work engagement ($B = .49$, $t(358) = 2.98$, $p = .003$). The indirect effect of self-organisation on work engagement through social support of co-workers is significantly positive ($B = .11$, 95% CI $[.03, .21]$).

Hypothesis 7: Social support of supervisors partly mediates the negative relationship between self-organisation and work engagement.

Results indicate that self-organisation is positively related to social support of supervisors ($B = .22$, $t(358) = 5.46$, $p = .000$). Social support of supervisors is not significantly associated with work engagement when controlling for self-organisation and the other possible mediating variables ($B = -.04$, $t(358) = -.23$, $p = .818$). Because of this, there is no significant indirect effect of self-organisation on work engagement through social support of supervisors.

Exploratory analysis: absence behaviour

An exploratory analysis is performed with the variables number of absence and length of absence. Table 3 and table 4 show the descriptive statistics and the correlations of the different variables.

Table 3

Descriptive statistics exploratory analysis

Variable	N	Mean	Standard Deviation	Scale ranging
Number of absence	357	.72	.83	0 - 365
Length of absence	355	14.10	44.84	0 - 365
Length of absence (log)	355	1.16	1.46	0 - 5.9

Table 4

Pearson's r correlations exploratory analysis

Variable	Number of absence	Length of absence (log)
Number of absence		.70**
Length of absence (log)	.70**	
Absence tendency	.18**	.08
Self-organisation	-.06	-.14*
Work engagement	-.08	-.09
Absence policy	.03	.02
Absence culture	.00	-.05
Teamwork	.01	-.05
Individual autonomy	-.05	-.16*
Support co-workers	-.08	-.13*
Support supervisors	-.01	-.02

Note. * $p < .05$. ** $p < .01$.

The number of absence is positively related to the length of absence but not related to self-organisation or one of the in the research design originally proposed mediating variables. The length of absence is negatively related to self-organisation, individual autonomy and social

support of co-workers. Absence tendency is positively related to the number of absence and not to the length of absence. Mediation analysis have been performed to test for underlying structures but no significant mediating effects have been found with the number of absence and the length of absence.

Discussion

This study focuses on the effects of the organisational context on the absence behaviour within health care organisations in the Netherlands. It is hypothesized that the organisational context is associated with work engagement, which is related to the absence tendency of employees. This study examined the relationship between self-organisation and work engagement through the proposed mediators: absence policy, absence culture, teamwork, individual autonomy, social support of co-workers and social support of supervisors. The relationship between self-reported absence behaviour and absence tendency, work engagement and the proposed mediating variables is further explored as well.

The findings in the current study

An interesting finding of this study is the fact that self-organisation is positively related to work engagement, which is negatively related to absence tendency. This way, oppositely to the hypothesized, self-organisation is indirectly associated with lower absence tendency, because of the positive association with work engagement. These results are inconsistent with the findings of Wilke and Schurink (2016) and suggest that self-organisation in the health care sector in the Netherlands has a positive effect on the absence behaviour in organisations.

In addition to that, this study shows that the positive relationship between self-organisation and work engagement exists because of the mediating effect of absence policy, individual autonomy and social support of co-workers. Self-organisation is related to a better active policy to prevent absenteeism. There is more sincere attention for absent employees and re-integration is more effective. The possible occurrence of a power vacuum and the fact that more hierarchy would help for a more effective absence policy is contradicted (Power and Waddell, 2004; Wilke & Schurink, 2016). The higher perception of absence policy is positively related to more work engagement. Next to the effect of absence policy, self-organisation is related to more individual autonomy as well, despite the fact that the interdependency within the team would probably rise. This individual autonomy is, as Schaufeli, Bakker and Van Rhenen (2009) found, associated with more work engagement. The third explanation why self-organisation is associated with more work engagement is due

to the effect of social support of co-workers. Self-organisation is related to a higher perception of social support of co-workers. Interestingly, the perceived work engagement is related to the relationship with co-workers and not related to the relationship with supervisors.

A remarkable finding is the fact that no relationship between absence culture and work engagement or absence tendency has been found. The norm-based absence culture is not related to the perception of work engagement and the perception of absence tendency of the individual. However, a negative association between self-organisation and absence culture has been found. If an employee experiences a higher level of self-organisation of the team, the employee experiences a lower level of absence culture in the team.

Lastly the exploratory analysis showed that absence tendency is positively related to the number of absence times but not to the length of absence. This way absence tendency is an indicator for the number of absence moments of an employee and behavioural intentions account for considerable variance in actual behaviour (Ajzen, 1991). Interestingly, self-organisation, individual autonomy and social support of co-workers are negatively related to the length of absence. Unfortunately, no other relationships with the indicators of absence behaviour have been found. This means that work engagement is not related to the actual absence behaviour of the previous year.

Limitations and recommendations for future research

This research created more insight in the effects of self-organisation in the health care sector in the Netherlands. Because of the relatively large sample and the fact that employees of four different organisations participated, this study has a strong empirical fundament. In addition to that, theoretical knowledge is combined with practical experience in the field. This is an indicator for the fact that the research model is created thoughtfully which probably helped in the appearance of the significant results.

Next to the empirical strength and the combination of theoretical knowledge and practical experience, this study has some important limitation as well. First, it is based on a one time measure, and with employees of health care institutions in a certain organisational structure. This means that only correlations between variables and no causal effects have been found. It would be interesting to investigate organisations that are transforming to another organisational structure. By comparing different measures over time causal effects can be found.

The second limitation is that the study is based on self-reported absence data. Despite of the fact that the anonymity of the participation was ensured before participation, absence is

still a sensitive and negatively associated subject. Because of this, social desirability could have an influence on the self-reported data. A recommendation for future research would be to analyse absence data recorded by the participating organisation.

The third and last main limitation is the fact that self-organisation is measured by perceived team autonomy of an individual. This individual perception of self-organisation could be different from the intention of self-organisation an institution tries to effectuate. In future research, it would be interesting to analyse the formally established amount of self-organisation of a team, instead of the perceived team autonomy of an individual. Otherwise, it would be interesting to combine information about the composition of the teams, so the average reported team autonomy could be used and the differences in individual perceptions will have less influence. This way the amount of self-organisation of a team is equal for all the team members as well.

Theoretical and practical implications

This study presents an interesting starting point for more research on self-organisation in the health care sector in the Netherlands. The great relevance nowadays is reason enough for more deep knowledge on the subject. More research is needed to draw firm conclusions and use these findings in practical implications. Explicitly research on organisations changing towards more or less self-organisation, on an extensive period of time, would help in building a more causal understanding of the relationship between self-organisation and absence.

Concluding, this study supports the introduction of self-organisation and more team autonomy in the health care sector because of its positive relationship with work engagement. Work engagement has a positive influence on the well-being and performance of employees and this study further supports its negative relationship with absence tendency (Schaufeli, Bakker & Van Rhenen, 2009; Rongen, Robroek, Schaufeli & Burdorf, 2014). Next to these findings, it gives insight in variables explaining the positive relationship between self-organisation and work engagement. Self-organisation is associated with an improved absence policy, more individual autonomy and more social support of co-workers. All factors that are positively associated with work engagement, and through this indirectly negatively associated with absence tendency. These results offers more insight in the possible consequences of a change in the organisational structure. The affirmative potential of self-organisation in the health care sector in the Netherlands is reason for a more positive attitude towards the subject.

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Appendix 1 Power analysis

Hypothesis 1 is tested with a linear bivariate regression analysis. The effect size is expected to be small with a partial r squared of 0.05 and an effect size of $f^2 = 0.053$. The α -level will be .05 and the power ($1-\beta$) should be at least 0.80. Therefore the minimum sample size for this analysis should be: $N = 152$.

Hypothesis 2,3,4,5,6 and 7 is tested with a linear multivariate regression analysis. The effect size is expected to be small with a partial r squared of 0.05 and an effect size of $f^2 = 0.053$. The α -level will be .05 and the power ($1-\beta$) should be at least 0.80. Therefore the minimum sample size for this analysis should be: $N = 280$.

Appendix 2 Overview of the questionnaire

Welkom!

Welkom bij de vragenlijst over de effecten van verschillende organisatievormen op inzetbaarheid in de zorg. Alvast hartelijk dank voor uw deelname aan het onderzoek.

Belangrijk om te weten is dat er geen goede of foute antwoorden zijn. Voor het onderzoek is uw eigen beleving van belang.

De gegevens van deze vragenlijst zullen vertrouwelijk en anoniem behandeld worden, waarbij deze niet naar u als persoon herleidbaar zijn. De overkoepelende resultaten van de organisatie en van het onderzoek in zijn geheel zullen gedeeld worden met uw organisatie.

De vragenlijst bestaat uit 18 vragen en zal ongeveer 10 minuten in beslag nemen.

Indien er vragen of opmerkingen zijn verneem ik het graag, hieronder mijn contactgegevens:

Tim Maas

Consultant

mail: tim.maas@falkeverbaan.nl

De vragenlijst start op de volgende pagina!

Inleidende vragen

1. Wat is uw geslacht?

- Man
- Vrouw
- Anders

2. Wat is uw huidige leeftijd in jaren?

3. Wat is uw hoogst afgeronde opleiding?

- Geen opleiding gevolgd/afgemaakt
- Basisonderwijs (lagere school)
- VMBO
- MBO
- HAVO/VWO
- HBO
- WO

4. Wat is uw huidige functie?

5. Hoe lang bent u werkzaam in uw huidige functie?

6. Uit hoeveel personen bestaat het team waar u in werkt?

7. Heeft u een direct leidinggevende?

Ja

Nee

Het Team

8. Samenwerking in het team

	Nooit	Soms	Vaak	Altijd
Wordt er in uw team goed samengewerkt?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ondersteunen uw teamleden elkaar bij het oplossen van problemen?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Worden conflicten in uw team op tijd opgelost?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. Mate van zelfsturing van het team

	Nooit	Soms	Vaak	Altijd
Heeft <u>uw team</u> vrijheid bij het uitvoeren van de werkzaamheden?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kan <u>uw team</u> zelf bepalen hoe het werk uitgevoerd wordt?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kan <u>uw team</u> zelf bepalen hoeveel tijd aan een bepaalde activiteit besteed wordt?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kan <u>uw team</u> het werk zelf indelen?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Omgang collega's

10. Relatie collega's

	Nooit	Soms	Vaak	Altijd
Kunt u op uw collega's rekenen wanneer u het in uw werk wat moeilijk krijgt?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kunt u als dat nodig is uw collega's om hulp vragen?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Is uw verstandhouding met uw collega's goed?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Heeft u conflicten met uw collega's?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Heerst er tussen u en uw collega's een prettige sfeer?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Doen zich tussen u en uw collega's vervelende gebeurtenissen voor?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. Relatie directe leiding

	Nooit	Soms	Vaak	Altijd
Kunt u op uw directe leiding rekenen wanneer u het in uw werk wat moeilijk krijgt?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kunt u als dat nodig is uw directe leiding om hulp vragen?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is uw verstandhouding met uw directe leiding goed?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Heeft u conflicten met uw directe leiding?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Heerst er tussen u en uw directe leiding een prettige sfeer?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Doen zich tussen u en uw directe leiding vervelende gebeurtenissen voor?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Werkbeleving

12. Individuele vrijheid in het werk

	Nooit	Soms	Vaak	Altijd
Heeft <u>u</u> vrijheid bij het uitvoeren van uw werkzaamheden?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kunt <u>u</u> zelf bepalen hoe u uw werk uitvoert?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kunt <u>u</u> zelf bepalen hoeveel tijd u aan een bepaalde activiteit besteedt?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kunt <u>u</u> uw werk zelf indelen?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. Werkbeleving. De volgende uitspraken hebben betrekking op hoe u uw werk beleeft en hoe u zich daarbij voelt. Wilt u aangeven hoe vaak iedere uitspraak op u van toepassing is door steeds het best passende antwoord in te vullen?

	Nooit	Sporadisch	Af en toe	Regelmatig	Dikwijls	Zeer dikwijls	Altijd
Op mijn werk bruis ik van energie.	<input type="radio"/>						
Als ik werk voel ik me fit en sterk.	<input type="radio"/>						
Ik ben enthousiast over mijn baan.	<input type="radio"/>						
Mijn werk inspireert mij.	<input type="radio"/>						
Als ik 's morgens opsta heb ik zin om aan het werk te gaan.	<input type="radio"/>						
Wanneer ik heel intensief aan het	<input type="radio"/>						

werk ben,
voel ik mij
gelukkig.

Ik ben trots
op het
werk dat ik
doe.

Ik ga
helemaal
op in mijn
werk.

Mijn werk
brengt mij
in
vervoering.

Inzetbaarheidsbeleid organisatie

14. Wilt u per stelling aangeven in hoeverre u het er mee eens bent?

In mijn organisatie:

	Helemaal		Noch		
	mee	Mee	oneens		Helemaal
	oneens	oneens	noch eens	Mee eens	mee eens

Wordt goed in de gaten
gehouden hoe medewerkers in
hun vel zitten.

Wordt ingegrepen wanneer
een medewerker dreigt uit te
vallen.

- Zijn er actief inspanningen om ziekteverzuim te voorkomen.
- Is over het algemeen oprecht aandacht voor zieke medewerkers.
- Wordt regelmatig contact onderhouden met zieke medewerkers.
- Wordt voldoende tijd besteed aan de begeleiding van zieke medewerkers.
- Worden zieke medewerkers goed begeleid bij het terugkeren op de werkplek.

15. Wilt u aangeven in hoeverre u het met onderstaande uitspraken over uw afdeling/team eens bent?

Op mijn afdeling/in mijn team:

- | | Helemaal
mee
oneens | Mee
oneens | Noch
oneens
noch eens | Mee eens | Helemaal
mee eens |
|--|---------------------------|-----------------------|-----------------------------|-----------------------|-----------------------|
| Melden medewerkers zich makkelijk ziek. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Zieken medewerkers vaak langer uit dan noodzakelijk is. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Melden medewerkers zich regelmatig ziek terwijl ze niet ziek zijn. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Wat zou u doen?

16. In de volgende uitspraken wordt u gevraagd of u zich komend jaar ziek zou melden als de beschreven situatie zich voor zou doen.

	Beslist niet	Waarschijnlijk niet	Waarschijnlijk wel	Beslist wel
Ik zal me komend jaar wel eens ziek melden als ik me niet helemaal fit voel.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik zal me komend jaar wel eens ziek melden als ik er gewoon even genoeg van heb.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik zal me komend jaar wel eens ziek melden als ik thuis niet weg kan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik zal me komend jaar wel eens ziek melden als ik baal van mijn werk.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik zal me komend jaar wel eens ziek melden als ik gewoon even iets leuks wil doen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik zal me komend jaar wel eens ziek melden als ik me beroerd voel.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik zal me komend jaar wel eens ziek melden als ik geen zin heb om naar mijn werk te gaan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17. Hoe vaak (aantal keren) heeft u zich in de afgelopen 12 maanden ziek gemeld (exclusief zwangerschapsverlof)?

18. Hoeveel dagen (exclusief zwangerschapsverlof) bent u bij benadering de afgelopen 12 maanden afwezig geweest op grond van een ziekmelding? (Tel alle dagen van begin tot eind van het verzuim: ook tussenliggende vrije dagen en weekenddagen)

Einde van de vragenlijst.

Dit is het einde van de vragenlijst, hartelijk dank voor uw deelname.

Indien er vragen of opmerkingen zijn verneem ik het graag.

Bedankt voor uw tijd en met vriendelijke groet,

Tim Maas

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