



Understanding team adaptation

Team-level factors influencing the level of team adaptation to organizational change in the healthcare sector.

(Extended) Master thesis Organisation Studies – Tilburg University

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Abstract

In order to survive in a changing environment, organizations need to change as well. Organizational change involves different aspects such as strategy, structure, culture and/or processes within the organization. When an organization is working with teams, teams need to adapt to those changes as well. Already much is written about factors that are influencing team performance, but this study focuses on team-level factors that are influencing the level of team adaptation to organizational change. The team-level factors researched are: team mental models, intra-team conflict, psychological safety, team politics and procedural justice. Inspired by a multitude of theoretical ideas, this leads to the following research question: Which team-level factors influence team adaptation to an organizational change in a healthcare organization, and what are they underlying mechanisms?

For all factors researched in this study, a relationship between the factor and the level of team adaptation is found, but sometimes this is a different type of relationship than was expected. This study provides a different perspective on the team adaptation literature and gives recommendations for further research in this area. Finally this study poses recommendations for other organizations in the Dutch healthcare sector that find themselves in the same process.

Key words: team adaptation, team mental models, intra-team conflict, psychological safety, leadership, team politics, procedural justice.

Preface

This report is the end of my experience as an Organisation Studies student. After a 5,5 years of studying at the Tilburg University, this part will be the last chapter in a great book about studying, working and living like a student. I experienced many great things during these years, where my minor in Australia was by far the most impressive. At the same time, this final part of my study, is the part where I learned the most about what my future life will be like: working as a consultant. Last year I had the opportunity to work at an organization that taught me how to be a professional within an organization. I want to thank ZZG Herstelhotel for the great support they gave me during the last year. A special thank you for Hans Blanjaar and Bert Sterling, who guided me through this process.

Also, I want to thank the people who helped me during the process of writing this study. Dr. Martyna Janowicz, who was my supervisor and offered me constructive help when I needed this. Drs. Rob Pranger, for being the critical mind and helping me to sharpen and improve my work. Dr. Milos Kankaras for reviewing my methodological part of this study. I would like to thank my fellow interns Booy Rodermond and Lieke Brouwer. We worked together this last year and I would like to thank you for helping me, giving me feedback and making my traineeship a lot better. A special thank you to Wilfred Veldstra, Veraniek Veldstra and Harm Hilvers for reviewing my thesis and giving it the final touch.

Finally I would like to thank my friends and family, and my parents in particular, for helping me in the last 5,5 years. I cannot express how grateful I am for all the times they provided me a listening ear, comforting support or a simple cup of tea. I walk in faith, walk with family & friends, and now I continue my walk in a new chapter of life.

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1. Introduction

1.1 Research context

Traditionally, elderly in need for healthcare and no longer able to live at home, are admitted in a nursing home (so called “verpleeghuizen”). A nursing home is a private establishment, staffed and equipped to care for aged or chronically ill persons. So far, all costs made by the nursing homes are funded by the healthcare insurances. Each nursing home receives a fixed amount for each day a patient stays in the nursing home.

The past decade has seen the rapid increase in healthcare costs, due to the aging of the population and technological developments. Because of the increase of healthcare costs, cutting costs has become an important issue. In 2011, the normative housing component was introduced, which means that nursing homes are obliged to separate housing and healthcare (Kiers, 2011). This separation increases the transparency of the costs made by nursing homes. In the future healthcare insurances will only pay for recovery treatments, whereas the rent for a room has to be paid separately by the client. This means that facilities that provide recovery treatments, such as nursing homes, need to reorganize their structure in order to provide this transparency in costs to the healthcare insurances. In the near future, this will be the only way those facilities will receive funding.

The organization under study is the Herstelhotel, which is part of the ZZG Zorggroep. ZZG Zorggroep is a Dutch healthcare organization that holds several companies providing elderly, maternity and domestic care. The organization used to have two nursing homes. In 2012 the two nursing homes were transformed into one new rehabilitation hotel: the “Herstelhotel”. The Herstelhotel facilitates the rehabilitation for people after a surgery, bone fracture or stroke. There are six departments in the Herstelhotel. In every department, a nursing team takes care of group of clients in one of the three specialization groups: strokes (CVA), bone fractures (Orthopedic), or psychogeriatric care.

1.2 Research problem

When the organization transformed from a nursing home to a rehabilitation hotel, many things changed. The management wanted the organization to look like a hotel, where employees were client-oriented and hotel service-minded. The client’s privacy and independence are central aspects

within the organization's vision. The whole organizational structure, strategy, but also its culture had to be changed in order live up to the management's new demands. The organizational change that is the subject of this research is a transformation from standardized to client-oriented nursing in a hotel-service setting. The old situation allowed the nurse to have his/her work-schedule, determining at what time a patient receives care. In the new situation the client directs its own process, in correspondence with the medical team. This is combined with a hotelservice-attitude that is required from the nurses; hospitality has become an important focus in this new setting. This not only translates into changed demands in structures and procedures, but contains a mental aspect as well. The Herstelhotel expects their teams to have a client-oriented mindset and culture.

The client-oriented way of working and thinking was not required, or even possible, prior to the establishment of the Herstelhotel in 2012. There were no facilities that enabled the client to personalize his/her stay, for example by deciding on whether he/she want a warm/cold dish as a lunch. Moreover, there was a different building in which the new requirements were not applicable. The teams needed to develop these new working methods, in order to perform according to the new demands the organization has set for the team. In this research this is called 'adaptation to an organizational change'.

When the organization transformed from a nursing home to a rehabilitation hotel, many things changed. The management wanted the organization to look like a hotel, where employees were client-oriented and hotelservice-minded. The client's privacy and independence is a central aspect within the organization's vision. The whole organizational structure, strategy, but also its culture had to be changed in order live up to the management's new demands. The organizational change that is the subject of this research is a transformation from standardized to client-oriented nursing in a hotel-service setting. The old situation allowed the nurse to have his/her work-schedule, determining at what time a patient receives care. In the new situation the client directs its own process, in correspondence with the medical team. This is combined with a hotelservice-attitude that is required from the nurses; hospitality has become an important focus in this new setting. This is not only translated into changed demands in structures and procedures, but contains a mental aspect as well. The Herstelhotel expects their teams to have a client-oriented mindset and culture within the team. The client-oriented way of working and thinking was not required, or even possible, prior to the establishment of the Herstelhotel in 2012. There were no facilities that enabled the client to personalize his/her stay, for example by deciding on whether you want a warm/cold dish as lunch. Moreover, there was a different building in which the new requirements were not applicable. The

teams need to develop these new working methods, in order to perform according to the new demands the organization has set for the team. In this research this is called 'adaptation to an organizational change'.

The problem under study concerns the team adaptation of the nursing teams. It became clear that not all nursing teams within the Herstelhotel adapted in the same way. Some teams adopted a client-oriented approach, while other teams struggled with this. For ZZG Zorggroep, it remained unclear why some teams adapted and why others did not. This makes it difficult to steer the team in the right direction. Literature addresses three different type of factors influencing the level of team adaptation: individual factors, organizational factors and team-level factors (Mathieu, Maynard, Rapp & Gilson, 2008). Since all teams are part of the same organization it is not to be expected that organization-level factors influenced this adaptation. The composition of the nursing teams are rather similar for all teams, which makes it less likely for individual-factors to have an influence. After consulting with the organization, a number of team-level factors were identified as possible influences on the level of team adaptation since those are team-level factors that differ among the teams. The following factors are researched in this study: team mental models, intra-team conflict, leadership style, team politics and procedural justice.

1.3 Research goal and question

The goal of this research was to discover which, and how, team-level factors influence the adaption of the organizational change. Moreover, it is aimed at uncovering the underlying mechanisms of the relationships that are discovered. The central research question is:

Which team-level factors influence team adaptation to an organizational change in a healthcare organization, and what are they underlying mechanisms?

1.4 Relevance

The team-level factors researched in this study differ among team, as opposed to organizational-level factors that are constant for all teams. The team-level factors researched in this study are team mental models, intra-team conflict, team psychological safety, leadership style, team politics, and procedural justice. There is much literature available about the team-level factors that influence team performance (Mattieu, 2005). However, team adaptation is a different concept in comparison

to team performance, because it involves the change process. It does not mean that the team performance was bad in the old situation, but the team performance is not sufficient in the new situation. Instead of focusing on the performance, this research focuses on the change process. This study contributes to the knowledge since team level factors that are influencing team performance, are now research on their relationship to team adaptation. There is a lot of literature available about change resistance within teams and team performance. This study combines these two concepts. This is a relatively new aspect of organization literature, and is not widely investigated yet (De Man, 2009; Parent et al., 2012; Collins, 1998). It makes it interesting to investigate which, and how these, variables influence the team adapting to an organizational change.

Next to the scientific relevance, this research has practical relevance as well. First, it helps the Herstelhotel to gain insight into what team-level factors are inhibiting the adaptation to organizational change and how these factors influence the adaptation. This could help the organization to promote the adaptation in the teams that were struggling. Second, the Herstelhotel is not the only organization that is forced to transform due to the changes in governmental regulations. Society is changing and an increasing amount of elderly also want privacy and independence when they get old. For this reason existing nursing homes need to think about changing client-approach as well. This research could help other organizations that are still at the start of this process. By focusing on these critical team-level factors, the adaptation to organizational change can be enhanced.

2. Theoretical framework

This section will explain the organizational change under study and will give a summary of the available literature on team factors influencing the adaptation to an organizational change.

2.1 Dependent variable: team adaptation to organizational change

In order to survive in a changing environment, organizations need to change as well (Parent et al., 2012; Edmondson et al., 2001). Organizational change involves changes in the strategy, structure, culture and/or processes within the organization (Kunda, 2006; Sandberg & Targama, 2007). According to Cawsey & Deszca (2007), these aspects should change simultaneously in order for the team adaptation to succeed. When organizations work with teams, in times of organizational change, the teams have to adapt as well. A team is a group “who exists to perform organizationally relevant tasks, share one or more common goals, interact socially, exhibit task interdependencies, maintain and manage boundaries, and are embedded in an organizational context that sets boundaries, constrains the team, and influences exchanges with other units in the broader entity” (Mathieu et al., 2008). Team adaptation is “a change in a team performance, in response to a salient cue or cue stream, that leads to a functional outcome for the entire team” (Burke et al., 2006, p. 1190). It involves team learning by members jointly reflecting about their team processes and behaviors (Burke et al., 2006). However, it involves more than team learning alone, since it is the “translation, differentiation, integration, and application of knowledge that allows teams to execute the cognitive and behavioral processes driving teams adaptation” (Burke et al., 2006, p. 1190). Teams do not change suddenly; teams change over a certain amount of time (Edmondson et al., 2001). It is an emergent phenomenon whereby team members “use their resources to functionally change current cognitive or behavioral goal-directed action or structures to meet expected or unexpected demands” (Burke et al., 2006). A team is well adapted when the performance of the team meets the new demands of the organization (Edmondson et al., 2001). As discussed in the previous chapter, a lot of literature is available on the team-level factors that are influencing the performance (Mathieu et al., 2008). Literature on the relationship between team-level factors and team adaptation is less available. For this reason, this study aims at researching team-level factors in relationship to the team adaptation to organizational change. In this study, the team adaptation research concerns a new working method where hotel-service-minded and client-oriented working methods are central.

2.2 Team-level factors

Bouckennooghe (2012) found that adaptation to change is a (partly) socially constructed phenomenon. It is not only an individual's decision to adapt or not, team adaptation is part of a social interaction process with other (team)members. The attitudes and opinions of individuals in an organization are influenced by their co-workers' attitudes, and behaviors (Salancik & Pfeffer, 1978; Bouckennooghe, 2012; Stensaker & Falkenberg, 2007). For this reason, this study focuses on how team-level factors influence the team adaptation to an organizational change within the organization under study. Several team-level factors are discussed in current literature. These factors are proven to influence the level of adaptation and will be discussed in this section.

2.2.1 Team mental models

Team culture contains the mental models of a team: "dynamic simplified, cognitive representations of reality that team members use to describe, explain, and predict events" (Burke et al., 2006, p. 1199). Within an organization this means the "organized understanding or mental representation of knowledge that is shared by team members" (Mathieu et al., 2005, p. 38). Team mental models contain task mental models, but also team interaction mental models (Mathieu et al., 2008). Team mental models contain different aspects, which all result in an implicit share of information (Mohammed & Dumville, 2001). By investigating the amount of shared information and communication flows, the development of team mental models are assessed (Mohammed & Dumville, 2001; Workman, 2005).

According to Entin & Serfaty (1999), team mental models have two components: the assessment of the environment a team works in and the assessment of other team-member's functions. The assessment of the environment and the team performance, includes feedback as well (Kirkman, Rosen, Tesluk & Gibson, 2004). In their article, Kirkman et al. (2004) found a positive relationship between the level of feedback and the level of team adaptation. Marks et al. (2000) found a positive relationship between the team mental models and team processes and performance. However, there has been no research done on the effect of team mental models on the level of team adaptation (Mathieu et al., 2008), nor the underlying mechanism of this relationship. Therefore, the following hypothesis can be formulated:

H1: The more team mental models present in a team, the higher the team adaptation to organizational change will be (positive relationship).

2.2.2 Intra-team conflict

Diversity is needed in organizations in order to produce effective organizational action (Jackson, 1992). However, diversity is inevitably connected to intra-team conflict (Jehn et al., 1999). Conflict describes a situation in which group members have different opinions, attitudes, knowledge, “or have interpersonal incompatibilities with each other” (Curseu, 2011, p.4). There are different types of conflict: task conflict and relational conflict (Jehn et al., 1999). Task conflict describes the disagreements about tasks, while relationship conflict is often caused by social diversity (Jehn et al., 1999). It is assumed that a low level of intra-team conflict is positively related to team performance, since it strengthens the creativity in teams (Jehn et al., 1999). A high level of conflict leads to distraction and underlying envy within the team, which makes a team less focused on the team performance and their work within the organization (Edmondson, 1999, Burke et. al., 2006). This research aims to research whether, and how, intra-team conflict is related to the level of team adaptation. Since an inverted u-shaped relationship is predicted in the current literature, the following hypothesis is formulated:

H2: The higher the level of intra-team conflict, the higher the level of team adaptation to organizational change will be up to a given level, above which the level of team adaptation will decrease (inverted U-shaped relationship).

2.2.3 Team psychological safety

Team members experience a certain level of psychological safety. This is defined as “a shared belief that the team is safe for interpersonal risk taking” (Edmondson, 1999, p.353). It is characterized by “interpersonal trust and mutual respect in which people are comfortable being themselves” (Edmondson, 1999, p.354). However, psychological safety also means ‘dare to speak up’. Research shows that a high level of psychological safety promotes the adaptation to an organizational change (Burke et al., 2006; Edmondson, 1999; 2003), but do not discuss the underlying mechanism of this relationship. An organizational change requires changes in routines and working methods. Some employees tend to feel this like a risk to be taken (Parent et. al., 2012). It could be argued that if the psychological safety is high, people are more likely to help each other to take a risk (Edmondson, 2003; Ilgen et al., 2005). However, the actual link between risk-taking and team adaptation is not researched yet. This underlying mechanism will be studied in this research and leads to the following hypothesis:

H3: The higher the level of psychological safety is, the higher the level of team adaptation to organizational change will be.

2.2.4 Management style

Tushman & O'Reilly (1997) found that leaders influence the structure and culture of an organization. Team leaders are able to shape team activities to promote desired outcomes (Wageman, 2001). Recent studies show that certain management styles influence the level of team adaptation to organizational change more than others (Marks, 2007; Parent et al, 2012; Bouckenoghe, 2012; Edmondson, 2003). Changes in well-known routines cause team members to feel anxious, which inhibits the adaptation to organizational change (Edmondson, 2003). Kotter (1996) states that a manager has to perform certain tasks, in order to promote a successful change. He needs to establish a sense of urgency, frame a powerful coalition, create a vision and has to communicate this vision. However, the type of manager and the type of employee determines the success rate of these tasks. Lack of leadership, or the right skills, causes a team to fail (Adriopoulos & Daswon, 2009). Edmondson (2003) found that a coaching leadership style fosters the adaptation to change. Coaching leadership is defined as the "direct interaction with a team intended to help members make coordinated and task-appropriate use of their collective resources in accomplishing the team's work" (Hackman & Wageman, 2005, p.269). This style includes minimizing power differences, seeking members' input, being accessible, listening to concerns and being receptive to others' ideas and questions. Although the effect of coaching leadership on team performance is widely researched (Mathieu et al., 2008), literature about the relationship between coaching leadership on team adaptation is less available. Moreover, the mechanism in which the leader uses the skills to foster team adaptation remains unclear. This leads to the following hypothesis:

H4: The higher the level of coaching leadership, the higher the level of team adaptation to organizational change will be (positive relationship).

2.2.5 Team politics

Power is the "capacity of individuals to exert their will over others" (Buchanan & Badham, 1999a, p.610). Team politics is where the power is "in action, worked out through the use of techniques of influence and other (more or less extreme) tactics (Buchanan & Badham, 1999a, p.611). Team politics has a more significant role in teams than is often recognized (Buchanan & Badham 1999b). It may, in fact, be that one team member can make or break the team performance (Mathieu et al., 2008; Barrick et al., 1998). Some claim that organizational politics have a positive impact, since they stimulate creativity and debate (Bouckenoghe, 2012). Some authors have a different approach. They claim that organizational politics are negatively related to the team performance (Ferris, Russ & Fandt, 1989; Buchanan & Badham, 1999a). Edmondson (2003) found that power differences have a

negative effect on the adaptation to organizational change, since it makes members with less power not able to speak up during the process of change. This means that members with a lot of power put a mark on the attitude towards the adaptation to organizational change. Since both perspectives are supported in research this study aims to find the reason for these contradicting results. Apparently there is a certain point of team politics that has a positive relationship to organizational change, but at a certain point team politics can have a negative influence as well. This leads to the following hypothesis:

H5: The higher the level of team politics, the higher the level of team adaptation to organizational change will be up to a given level, above which the level of team adaptation will decrease (inverted U-shaped relationship).

2.2.6 Procedural Justice

Organizational changes bring an amount of uncertainty for the people involved (Liu et al, 2012). Procedural justice describes a situation in which employees are “sensing fairness in the methods used to plan and implement resource allocation decisions” (Wiesenfeld et al, 2007). Procedural justice does not only include the feeling of being heard by employees, but also includes the opinion of employees about the change procedures. If these procedures are experienced as true, consistent, objective and ethical, the procedural justice will increase as well. It “signals the management’s respect and value for employees” (Fugate et al., 2010, p.897). Great diversity of research has investigated the relationship between procedural justice and the individual behavior of employees within a team (Wiesenfeld et al, 2007). Also, literature shows that a high level of procedural justice increases the individual commitment (Fugate et al., 2010). A high level of procedural justice gives individual employees the feeling that their concerns are addressed and exploited by their managers (Wiesenfeld et al., 2007), which makes employees committed to the organization. How procedural justice leads to a higher level of team adaptation remains unclear in literature. This leads to the following hypothesis:

H6: The higher the level of procedural justice in a team, the higher the level of team adaptation to organizational change will be (positive relationship).

These concepts are measured and analyzed in order to decide whether the hypotheses are confirmed and, ultimately, answer the research question. The next chapter will discuss how these theoretical concepts are measured in this study.

3. Methodological framework

This chapter will provide the methodological framework on which the research is build. First it describes the research design. Second, the process of data collection and data analysis is discussed. Finally, the preliminary analysis is presented.

3.1 Research design

In order to test which team-level factors affect the level of adaptation to an organizational change, a comparative case study design is used. The research is explanatory in line with the research question. The research is deductive in nature since the data gathered is used to test current theoretical insights about what team-level factors influence the adaptation to organizational change. This research has a cross-sectional design, since it is collected at one moment in time by means of quantitative and qualitative research methods. The unit of analysis is teams, since the research question aims to understand the differences in change adaptation of teams. The unit of the observation is the individual employee within the organization, members of the teams.

3.2 Sampling & Data collection

This research used a mixed method for data collection. With the use of various data sources, the concept of the organizational change is fully captured. Not only conversations with the organization provided information about the organizational change, but also official documents explain the organizational change. The data is collected through observations, surveys and individual interviews with different employees within the organization. The table below serves as an overview of all the aspects discussed in this section.

Variable	Observation tool
Dependent variable: Team adaptation to organizational change	Survey, Observations & Interviews
Independent variable: Team mental models	Survey & Interviews
Independent variable: Intra-team conflict	Survey & Interviews
Independent variable: Psychological safety	Survey & Interviews
Independent variable: Leadership style	Survey & Interviews
Independent variable: Team politics	Survey & Interviews

Independent variable: Procedural justice	Survey & Interviews
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Table 1: summary observation tools

The Herstelhotel has six different nursing teams (N=6), each team containing 10-15 employees. These teams are responsible for the care given to the clients. They have direct contact with the clients and are the most visible display of the organization. All 6 nursing teams working within the Herstelhotel are researched. A survey (survey 1) and observations were used to measure the level of adaptation of teams. An additional survey (survey 2) is used to measure the level of team-level factors present within each team. The individual interviews are used to identify underlying mechanisms that explain the relationship between the independent variables and the adaptation to organizational change.

3.2.1 Surveys

In total, there are 109 employees working in the 6 nursing teams within the Herstelhotel. The mean response rate for the first survey is 53,0%. The mean response rate for the second survey is 55,6%. The data is aggregated per team.

Team	Total number of team members	Number of responses survey 1	Response rate survey 1	Number of responses survey 2	Response rate survey 2
Team 1	17	8	47,0%	14	82,4%
Team 2	18	13	72,2%	14	77,8%
Team 3	16	14	87,5%	12	75,0%
Team 4	20	9	45,0%	9	45,0%
Team 5	21	8	38,1%	6	28,6%
Team 6	17	10	89,4%	10	58,9%
Total	109	62	56,9%	65	59,6%

Table 2: response rates survey 1: level of team adaptation teams

3.2.2 Observations

The observations are held in all shifts within the Herstelhotel: day, evening, and night. Each team experienced three observation moments, which lead to 18 days of observation data for this research. During the observations all employees working in that shift were observed. The scores on the

observation forms are the overall scores of all employees in that shift together. The researcher picked a random date to observe a team, including different working- and weekend days.

3.2.3 Interviews

The goal of the interviews was to investigate how the independent variables that were found to have an effect on the level of adaptation to organizational change actually influence the adaptation to change. The results of the survey(s) were discussed with the interviewees in order to gain an insight into the 'how' part of the research question. Due to the sensitivity of the concepts under study, individual interviews were chosen over group interviews. Within a group interview, it is expected that the respondents that don't feel safe within a team will not speak up, and one is likely to only receive information from the dominant or powerful team members. With individual interviews security is given to the team member to give him/her space to talk freely. This is particularly so as the questions asked concerned such sensitive issues as team conflict or team psychological safety. In this study, 21 interviews are held with team members, case managers and managers.

Team members

A purposive selection was used to select 2 employees from each team. There are two different function-levels present within a team:

- Caretaker & caretaker+
- Nurse level 4 & nurse level 5

From each team 2 employees are selected; one from each category. The team members are purposively selected based on conversations with the managers of each team. There were three criteria on which they are selected. First, only employees that experienced the organizational change were allowed to participate in the interviews. Second, the team member must have sufficient reflective and communication skills in order to evaluate the change process and their other team members. The third criteria concerns the personal enthusiasm of the team member to do an interview, only team members that were likely to be willing to take part in an interview were selected.

Case manager

Interviews are held with all case managers of the six nursing teams. The case manager has a special coordinating role and is responsible for the whole rehabilitation-track of the client. He/she is part of the team, but does not deliver the actual care. Since he/she works in the same department, the case

manager sees a lot of what is happening during the day. The case manager has a different angle of incidence and for this reason, he is included in the interviews.

Manager

Finally, the managers of the six nursing teams are interviewed. Each manager is responsible for two teams. The results of the survey are discussed with them as well, to see whether they have additional explanations for the results. For anonymity reasons, the manager of team 1 + 2 will be called Manager A. The manager of team 3 + 4 will be called Manager B. Finally, the manager of team 5 + 6 will be called Manager C.

The table below summarizes the data collection procedures across the teams.

Team	Team 1 (N=)	Team 2 (N=)	Team 3 (N=)	Team 4 (N=)	Team 5 (N=)	Team 6 (N=)	Total (N=)
Observations	3	3	3	3	3	3	18
Survey 1: level of team adaptation	8	13	14	9	8	10	62
Survey 2: level of independent factors	14	14	12	9	6	10	65
Interviews caretaker / caretaker+	1	1	1	1	1	1	6
Interviews nurse level 4 / nurse level 5	1	1	1	1	1	1	6
Interviews case manager	1	1	1	1	1	1	6
Interviews manager	1		1		1		3

Table 3: Overview data collection

3.3 Measurement & Validation – quantitative research

The quantitative part of this research contains the two surveys and observations.

3.3.1 Survey 1: level of team adaptation

A survey (survey 1) for members of the nursing teams (Appendix 1 & 2) was used to collect data

concerning the level of adaptation to organizational change. The general information contained function, age, sex, educational background and amount of time employees are working for ZZG. The survey also contained 15 questions concerning the norms, procedures and rules (set by the organization) within the new setting.

Operationalization

The survey contained 15 questions derived from the company statements about their vision (appendix 3). The questions focused on the norms and value the team members adhere in order to achieve the team adaptation, such as “I don’t complain about the organization in front of / in companion with a client” and “The client wishes goes before everything” (Appendix 1 & 2). Answers were scored on a 5-point Likert scale, where 1 = ‘strongly disagree’ and 5 = ‘strongly agree’. A high score on the survey is assumed to correspond with a high level of adaptation to the organizational change of the teams. The individual scores on each item were averaged and then summed up to determine the level of adaptation per team.

3.3.2 Observations: level of team adaptation

In order to form a complete picture on the level of team adaptation, the questionnaire items (survey 1) were supplemented with observations carried out by the researcher. The use of observations was deemed necessary since surveys were likely to result in socially desirable answers on the degree to which team members conform to the observable aspects of organizational change. The team member is likely to have the intention to work according to the new requirements, but this doesn’t mean he/she actually works that way. The observations and survey together provide a whole picture of the norms, values and practices together. All 18 observations were conducted by the same researcher, so no differences in interpretation were present. In order to maximize the dependability of this research, the observations were done with use of official monitoring forms of the organization, which increases the objective result. In order to increase the validity of the observations, the team members were not informed about the research. They were asked whether the researcher was allowed to see what they were experiencing during a working day. At the end of the observations, the observable aspects were shared with the team members.

The organizational change under study describes a new client-oriented, hotel-service-minded working method. The organization under study defined the observable aspects, which indicates the level of team adaptation to the organizational change (appendix 3). These observable aspects are combined

in the observation-list used in this study. The observations allowed for assessing the level of the observable aspects of the adaptation to the new way of working.

Operationalization of the observation list

The observation-list contained 15 observable aspects (appendix 7) on which the researcher focused and included among others client-oriented actions such as ‘closing the door while providing care’ and ‘pick up a call from a client within 2 minutes’. These are observable requirements, stated by the organization. Through the observations of the teams and scoring them on the aspects, the observable aspects of the degree of adaptation were assessed. The scorecard included 15 aspects, using a 5-point Likert scale to assess the level of adaptation. The observer made sure no employee was observed twice. Each observant was scored individually. At the end of the shift all individual scores from the observations was averaged.

While the intention was to combine the scores on the scorecard with the results on level of adaptation from the survey, this was proved not to be a good strategy considering that the scores on both tools produced diverging results (as will be shown in the results section). Consequently, the decision was made to analyze the scores on the survey and the scores on the observation separately.

Analysis strategy

The data collected from the surveys are results of individual responses. Since the unit of analysis is teams, the results of the survey are aggregated into team-level results. In order to determine whether the differences in levels of adaptation (survey 1) are significant, a one-way ANOVA test was performed.

3.3.3 Survey 2: measurements of independent variable

An additional survey (Survey 2, appendix 4 & 5) was used to measure the level of each independent variable within each team within the Herstelhotel. The main goal was to collect data on the level of each independent variable, which is later used during the pattern matching. The answers to the questions in the survey were scored using a 5-point Likert scale. This survey contained 52 items to measure 8 variables. The questions that were used in the survey were all based on questionnaires used by prior research. Multiple items were used to measure each construct.

Operationalization

Team mental models

The first variable 'team mental models' was measured with the use of three different questionnaires. Since 'team mental models' contains two aspects in this study (feedback, and assessment of team's environment & team member's performance), multiple questionnaires were used. The first four questions were collected from Edmondson's (1999) questionnaire and include the team mental models, team feedback and team communication. The second scale used had been developed by Mohammed & Dumville (2001) and contained 3 items describing the rules and procedures team members have within the team. The final questionnaire used is developed by Workman (2005) and contained 4 items describing the team communication and openness.

Intra-team conflict

The variable 'intra-team conflict', was operationalized with use of a scale developed by Curseu (2011) and contained 4 items about the level of intra-team conflict.

Psychological safety

The independent variable 'psychological safety' contained 8 indicators, derived from three questionnaires. Edmondson (1999) designed the first questionnaire, which contained questions that describe the aspect 'dare to make mistakes and take risks'. Edmondson (2003) developed the second questionnaire as well, containing questions about being yourself within the team. The third questionnaire is designed by Workman (2005) and contained two questions about the aspect 'dare to speak up within a team'.

Leadership style

The variable 'leadership style' contained questions on two different aspects:

- The manager's ability to foster the team's adaptation to organizational change through the creation of an open and trustful team environment.
- The communication & decision structure between the manager and its team

This variable was operationalized in 10 indicators with the use of three different questionnaires developed by Workman (2005), Edmondson (2003) and Arnold et al. (2000). The first questionnaire of Workman (2005) contains three items, asking questions about the communication and decision structure. The second questionnaire contains four questions about the second aspect. The final three questions of Arnold et al. (2000) describe the manager's ability to foster the team performance.

Team politics

'Team politics' was measured with 8 items. The first three items are derived from a questionnaire of Workman (2005) measuring the level of team politics. The second questionnaire of Edmondson contains 4 items as well to measure the level of team politics.

Procedural justice

The final independent variable 'procedural justice' was measured with the use of two questionnaires. The first three items, designed by Blader & Tyler's (2009), measures the perception of fairness during the organizational change. The final 5 items, from Colquitt's (2001) questionnaire, describe the feeling of being taken seriously and the respondent's opinion about the procedure during the organizational change.

Appendix 4 gives a detailed methodological explanation for each question in the questionnaire.

Analysis strategy

Before determining whether the differences in the level of independent variables are significant, a confirmatory factor analysis (CFA) was performed. Although the sample is small, CFA is done (Pallant, 2007). CFA is used "to test (confirm) specific hypotheses or theories concerning the structure underlying a set of variables" (Pallant, 2007, p. 179). Prior to CFA, the suitability of the data was determined. With the use of the Kaiser-Meyer-Olkin (KMO) test and the Bartlett's Test of Sphericity, the suitability of the data is analyzed. According to Pallant (2007), the KMO test needs to be at least 0,6 in order for the factor analysis to be reliable. The Bartlett's Test of Sphericity needs to be significant ($\alpha 0,05$). Additionally, the reliability of each independent variable is tested with the use of Cronbach's alpha. The CFA calculates whether the components in the variable are correlated. If the items are correlated ($>,3$), the components are analyzed as one variable. When the items do not correlate ($<,3$), the components are analyzed as separate variables. In order for the CFA to be reliable, the Kaiser-Meyer-Olkin Measure (KMO) needs to be 0,7 or higher (Pallant, 2007). Once the CFA determines how many variables need to be analyzed, the reliability of each variable is measured. The reliability is determined with Cronbach's Alpha. The Cronbach's Alpha needs to be at least 0,6 in order to be considered as sufficient. When the CFA and reliability test show that the variables are suitable for further research, the one-way ANOVA test is performed.

Pattern matching

After the data preparation, pattern matching is used to test the hypotheses. Pattern matching is a

frequently used method in case-study design (Yin, 2003). Pattern matching means “comparing two or more patterns by visual inspection in order to determine whether patterns match (i.e. that they are the same) or do not match (i.e. that they differ).” (Dul & Hak, 2008, p. 95). This research is a theory-testing research. Pattern matching in theory-testing is “comparing an observed pattern with an expected pattern” (Dul & Hak, 2008, p. 95). The results of the pattern matching show whether the hypotheses are confirmed or not confirmed.

Per hypothesis, cases were ordered according to the increasing values of the independent variable. Subsequently the value of the dependent variables for each of the cases was recorded. The pattern that emerges was compared with that predicted in the hypothesis. The pattern matching revealed whether in the pattern observed in the data, i.e., the alignment of the values of the dependent variable relative to the independent variable, corresponds to the pattern predicted by the hypotheses:

- The more team mental models present in a team, the higher the team adaptation to organizational change (positive relationship).
- The higher the level of intra-team conflict, the higher the level of team adaptation to organizational change will be up to a given level, above which the level of team adaptation will decrease (inverted U-shaped relationship).
- The higher the level of psychological safety is, the higher the level of team adaptation to organizational change will be.
- The higher the level of coaching leadership, the higher the level of team adaptation to organizational change will be (positive relationship).
- The higher the level of team politics, the higher the level of team adaptation to organizational change will be up to a given level, above which the level of team adaptation will decrease (inverted U-shaped relationship).
- The higher the level of procedural justice in a team, the higher the level of team adaptation to organizational change will be (positive relationship).

If, for any given hypothesis, the pattern found in the data aligns with the one predicted in the hypothesis, the hypothesis is confirmed.

3.4 Measurement & Validation – qualitative research

The in-depth individual interviews provided insight into the mechanism underlying the effects found by pattern matching. In order to maximize the conformability of this research, the research kept a

professional distance in order to stay objective (Ritchie & Lewis, 2003).

3.4.1 Operationalization

The interviews were a semi-structured interviews where probing was used to discover the exact mechanisms. The interviews were semi-structured, where a topic list was used. The topic list (appendix 4 & 5) was constructed based on Ritchie and Lewis' (2003) construction of a topic list. The topic list contains topics based on the relationships between the independent factor and the dependent factor, as discussed in literature. Questions focused on the respondent's explanation of the survey results, for example: "Could you explain these results of your team on the relationship between the variable intra-team conflict and the level of team adaptation?". Furthermore, probing was used to understand the underlying mechanism ("But why do you think this high score of intra-team conflict is of influence on the team adaptation?").

3.4.2 Analysis strategy

The semi-structured interviews were recorded and transcribed afterwards (appendix 9). The transcripts are coded according to selective coding (Ritchie & Lewis, 2003). Since the topic list provided a starting point for coding, open coding was no longer necessary (Gelissen, 2010). Selective coding is the process of refining and integrating the scientific theory (Strauss & Corbin, 1990; Gelissen, 2010). In each transcript the codes are highlighted and used to make a coding scheme (appendix 8). The codes and fragments derived from the interviews were used to discover the underlying mechanisms between the independent variables and dependent variables.

3.5 Analysis strategy

As discussed in the previous sections, various analytical techniques were used. These techniques are summarized as followed:

Variable	Type of data collection	Analytical technique
Dependent variable: Team adaptation to organizational change	Survey 1	ANOVA, Pattern matching
	Observations	Pattern matching
Independent variable: Team mental models (survey)	Survey 2	Factor analysis & ANOVA
	Interviews	Coding
Independent variable: Intra-team conflict	Survey 2	Factor analysis & ANOVA

	Interviews	Coding
Independent variable: Psychological safety	Survey 2	Factor analysis & ANOVA
	Interviews	Coding
Independent variable: Leadership style	Survey 2	Factor analysis & ANOVA
	Interviews	Coding
Independent variable: Team politics	Survey 2	Factor analysis & ANOVA
	Interviews	Coding
Independent variable: Procedural justice	Survey 2	Factor analysis & ANOVA
	Interviews	Coding

Table 4: Summary table analytical techniques

3.6 Data preparation

3.6.1 Survey 1: level of team adaptation (ANOVA)

In order to determine whether the differences in levels of adaptation are significant, an ANOVA test was performed. The six nursing teams were divided into two clusters, based on the results of the survey (table 5). The mean scores formed the basis for clustering. Teams with a mean score above the overall mean are placed in cluster 1. Teams with a mean score below the overall mean score are placed in cluster 2., since they are both accepted by the organization as sufficiently adapted. The ANOVA test for the survey on the dependent variable 'adaptation to organizational change' showed an insignificant result ($\alpha = 0,135$). The Levene's test ($\alpha = 0,350$) shows the assumption of equality of variances for the dependent variable is rejected (Pallant, 2010). This was already assumed due to the socially desirable answers on the survey. However, as there are only 6 teams and all are studied, the effect size is calculated. ANOVA does not give options to calculate the power of the test. For this reason, an additional Power test was conducted. The Partial Eta Squared (PES) indicates "the proportion of variance of the dependent variable that is explained by the independent variables" (Pallant, 2007, p.208). The PES for the first survey is $\alpha = 0,057$. According to Pallant's (2007) PES scale, this indicates a medium effect size. Based on this fact, the assumption is made that there is sufficient variance in the dependent variable.

Team	N	Mean	Standard Deviation	Cluster
Team 1	8	50,75	5,365	1

Team 2	13	53,08	8,180	2
Team 3	14	54,50	3,995	2
Team 4	9	52,56	3,909	2
Team 5	8	51,13	6,917	1
Team 6	10	51,10	2,726	1
Total	62	52,58	5,494	

Table 5: Team's mean score from survey on adaptation to organizational change

3.6.2 Survey 2: independent variables

Together with the results of the first survey and observations, the results of the second survey will be used for pattern matching. However, the first step contains a confirmatory factor analysis (CFA) and an ANOVA test.

Factor analysis

Before averaging the scores of the various items into one value used in subsequent analysis, confirmatory factor was done to assure that items indeed measure one underlying construct. Items that were found not to load on the concept as expected were excluded. The answers to the questions aggregated per independent variable together with the aggregated scores on the level of the department's adaptation were used to test the formulated hypotheses by means of pattern matching.

Team mental models

The factor analysis shows that the variable 'team mental models' contains two factors that exceed the 1 Initial Eigenvalue.

Component	Total Initial Eigenvalues	% of variance	Cumulative %	KMO
1	4,664	46,636	46,636	,853
2	1,130	11,302	57,938	

Table 6: factor analysis variable team mental models

Inspection of the items showed that all items correlated with the concepts, except for item 11. For this reason, this item is removed. The Cronbach's alpha for this variable is 0,761. According to

Pallant (2007) this is enough. The results of the factor analysis are in line with the construct of the variable. The variable: mental models, contains two components. The items each measure a different component of the variable. The first is the development of descriptions of the work the team has to do. The second describes the communication and feedback styles within the teams. The correlation matrix (table 7) shows that these two components are correlated ($>.3$). For this reason both aspects are analyzed as one variable.

Component	1	2
1	1,000	,399
2	,399	1,000

Table 7: correlation matrix team mental models

Intra-team conflict

The factor analysis on the independent variable 'intra-team conflict' shows only one component with a total Initial Eigenvalues of 2,596, explaining 64,9% of the variance. The KMO score is ,748, which is considered as good (Pallant, 2007). The Cronbach's Alpha for the variable intra-team conflict is 0,818, which is considered good by Pallant's (2007) Cronbach's Alpha scale.

Component	Total Initial Eigenvalues	% of variance	Cumulative %	KMO
1	2,596	64,894	64,894	,748

Table 8: factor analysis variable intra-team conflict

Team psychological safety

The variable team psychological safety contained three aspects of the psychological safety:

- Dare to make mistakes/ to take risks;
- Dare to speak up;
- Dare to be yourself.

Analysis of the items showed only one question was related to the aspect 'dare to make mistakes / to take risks'. This item was not correlating with the other items. For this reason item 1 was removed and the aspect 'dare to make mistakes' is not taken into further analysis. The results of this factor analysis are in line with the remaining aspects of team psychological safety (Table 9). CFA showed two components.

Component	Total Initial Eigenvalues	% of variance	Cumulative %	KMO
1	2,708	38,680	38,680	,691
2	1,250	17,853	56,533	

Table 9: Factor analysis variable team psychological safety

Based on the correlation matrix (table 10), two different variables emerged, which is in line with the two aspects of the variable psychological safety. Due to the low level of correlation between the different aspects, the variable 'psychological safety' is separated into two different variables in further analyses:

1. Psychological safety: dare to speak up.
2. Psychological safety: dare to be yourself.

Component	1	2
1	1,000	,241
2	,241	1,000

Table 10: Correlation between components variable team psychological safety

The Cronbach's Alpha for each variable shows that the reliability of the results are low (table 11), but sufficient. Based on these results it was assumed that this variable is suitable for further analysis.

Variable	Cronbach's Alpha
Psychological safety: dare to speak up	0,684
Psychological safety: dare to be yourself	0,552

Table 11: Cronbach's Alpha for each variable.

Leadership style

CFA showed there were three components. However, one there was only 1 question related to this component. For this reason it is decided to delete this item (item 2). After this item was deleted CFA showed there are two components within the variable leadership style (table 12). This is in line with the two components discussed in literature. The first component measured the ability of the managers to foster the team's adaptation to organizational change through the creation of an open and trustful team environment. The second component measured the communication and decision-

making structure between the manager and the team.

Component	Total Initial Eigenvalues	% of variance	Cumulative %	KMO
1	4,469	49,657	49,657	,713
2	1,140	12,664	62,320	

Table 12: Factor analysis variable leadership style

The correlation between the two components is ,342 (table 13). This means the components are correlated ($> ,3$) and will be analyzed as one variable.

Component	1	2
1	1,000	,342
2	,342	1,000

Table 13: Correlation between components variable leadership style

The Cronbach's Alpha is ,847, which means the reliability is good. Based on these results it was assumed that this variable is suitable for further analysis.

Team politics

The variable 'team politics' measures the hierarchical differences on the one hand, and differences in decision-making within teams on the other. CFA showed there were two components. However, CFA shows that the second component is made up of one questions (item 3). For this reason this item is removed. After item 3 was removed, CFA showed only one component (table 14).

Component	Total Initial Eigenvalues	% of variance	Cumulative %	KMO
1	3,141	52,342	52,342	,787

Table 14: Factor analysis variable team politics

The reliability test for the variable 'team politics' showed a Cronbach's Alpha of 0,81, which is considered good (Pallant, 2007). The variable 'team politics' is assumed as suitable for further analysis.

Procedural Justice

The variable 'procedural justice' contains three indicators, namely:

- The perception of the level of fairness of the organizational change (Blader & Tyler, 2009);
- How the respondent feels that his/her opinion is taken seriously (participation) and whether the procedures during this process were clear and justified (Colquitt, 2001);

The results of the factor analysis (table 15) show that there are three components with an Initial Eigenvalue above 1.

Component	Total Initial Eigenvalues	% of variance	Cumulative %	KMO
1	2,990	29,902	29,902	,637
2	2,248	22,482	52,384	
3	1,442	14,419	66,554	

Table 15: Factor analysis variable procedural justice

Analysis the items showed that component 3 is made up by 2 items. These items (Item 4 & Item 5) are lowly correlating to the component. For this reason, the two items are deleted. The CFA after these items were deleted showed two components (table 16). Although the KMO is low, it is still assumed sufficient for further analysis (Pallant, 2007).

Component	Total Initial Eigenvalues	% of variance	Cumulative %	KMO
1	3,067	30,669	30,669	,648
2	2,132	21,322	51,992	

Table 16: Factor analysis variable procedural justice

Component	1	2
1	1,000	,276
2	,276	1,000

Table 17: Component correlation matrix variable procedural justice

Although the correlation between the components did not exceed 0,3 it could be argued that the components are correlated since the correlation is $>,250$. For this reason this two components are analyzed as aspects of one variable: procedural justice. The Cronbach's Alpha for this variable is ,760. According to Pallant (2007), this is sufficient ($>,7$). For this reason, the variable 'procedural justice' is

taken into account for further analysis.

3.6.3 ANOVA test

The ANOVA for the independent variables showed a significant difference between teams for all the independent variables (table 18). The Levene's test shows that the assumption of equality of variance is not rejected for any variable. In order to calculate the effect size as well, a Power test has been done. Table 24 shows the PES, with its significance, for all the independent variables. According to Pallant's (2007) PES scale, all independent variables have a large effect size.

Independent Variable	Levene's test	Between teams significance	Partial Eta Squared	Significance
Team mental models	0,038	0,001	0,275	0,002
Intra-team conflict	0,093	0,000	0,357	0,000
Psychological safety: dare to speak up	0,432	0,003	0,267	0,003
Psychological safety: dare to be yourself	0,073	0,001	0,309	0,001
Leadership style	0,023	0,001		
Team politics	0,382	0,019	0,203	0,019
Procedural Justice	0,011	0,003		

Table 18: ANOVA & Powertest for dependent variable

The data preparation showed that all variables are suitable for further analysis. Next chapter will discuss the results of the analyses.

4. Results

This chapter will present the results based on the surveys, observations and interviews. First the results for the dependent variable ‘team adaptation to organizational change’ are presented. Then, the quantitative results for the independent variables are discussed. This chapter concludes with the results found on the relationship between the independent variables and the level of team adaptations in the interviews.

4.1 Sample characteristics

Since the response rates for two surveys are different, so are the sample characteristics for each survey as well. Within the first survey’s sample, 9,7% is male, 90,3% is female. The minimum age is 20 years and the maximum age is 57 years. For the second survey, the sample consists of 13,8% males and 84,6% females with one missing value. The minimum age is 20 years and the maximum age is 58 years. Table 19 gives a summary of all the means of sample characteristics for the sample of both surveys.

Team	Average age survey 1	Average age survey 2	Gender Survey 1*	Gender Survey 2*	Function survey 1**	Function survey 2
Team 1	33,13	38,23	1,88	1,79	3,00	3,36
Team 2	35,70	36,00	1,92	1,85	3,08	3,64
Team 3	41,00	40,00	2,00	2,00	3,14	3,33
Team 4	35,33	36,78	1,78	1,67	2,67	3,00
Team 5	41,00	41,83	1,88	1,83	3,25	3,17
Team 6	37,00	35,89	1,90	2,00	3,00	3,60
Total	37,43	37,93	1,90	1,86	3,03	3,38

Table 19: Means of sample characteristics age, gender and function

* 1 = male, 2 = female

** 1 = helper, 2 = caretaker, 3 = caretaker + / IG, 4 = nurse level 4, 5 = nurse level 5

4.2 Dependent variable

4.2.1 Results dependent variable from survey and observations

The first survey measured the dependent variable ‘adaptation to organizational change’ for each team. The observations provided a complementary measurement of the degree of team’s adaptation to the observable aspects of the organizational change. Table 20 and 21 summarize the results:

Team	N	Mean	Standard Deviation
Team 1	8	50,75	5,365
Team 2	13	53,08	8,180
Team 3	14	54,50	3,995
Team 4	9	52,56	3,909
Team 5	8	51,13	6,917
Team 6	10	51,10	2,726
Total	62	52,58	5,494

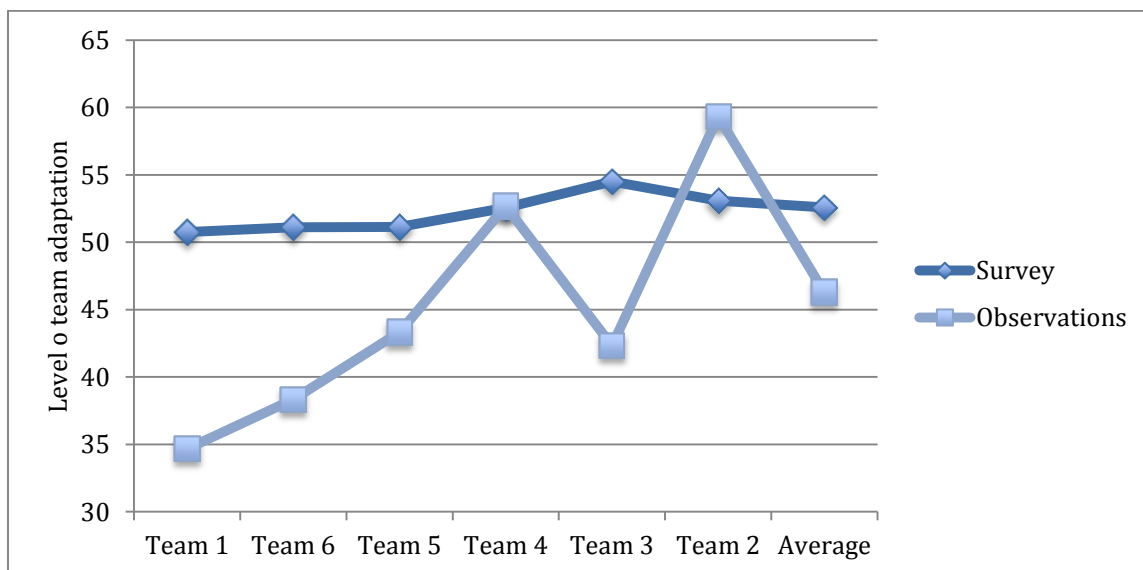
Table 20: Team’s mean score from survey on adaptation to organizational change

Team	Mean	Standard Deviation	Minimum	Maximum
Team 1	34,67	3,786	32	39
Team 2	59,33	3,215	57	63
Team 3	42,33	2,082	40	44
Team 4	52,67	6,351	49	60
Team 5	43,33	4,933	40	49
Team 6	38,33	3,886	37	45
Total	46,28	9,093	32	63

Table 21: Team’s mean score from observations on adaptation to organizational change

The results on the survey and observations are graphically displayed in Graph 1. The results on the survey show interesting differences. The observations revealed much more variation in comparison to the survey. This confirms the expectation that the survey would lead to socially desirable answers. The team members were asked to rate their own performance. It was to be expected that team members would rate their own performance higher, since they believe they are a well performing team. The organizational change under study contained a number of norms and values that result in observable actions. While the norms and values could be present in the team member, this does not mean that he/she performs that way. The observations are an objective measurement of the aspects

in practice. There are three teams for which the results on the survey and observations misalign the most. The interviews evaluated these scores in order to get an insight into the reason for these differences. Especially team 1, 6 and 3 show a great difference between the survey and the observations. The difference between the scores of team 1 can be explained by the team members tendency to ignore their bad performance (Caretaker, team 1). The interviews with members of team 6 did not give any reason for the difference between their scores. Some interviewees understand the low score on the observations, while others assert they are well adapted. During their interview, Manager B and the case manager of team 3 claim that the differences in results of team 3 are caused by an overrated self-evaluation of the team members. Therefore, this high amount of variation can be caused by the reasons described above. While it was intended to combine the results of the survey and observations into one index, it is decided otherwise due to the low amount of variation in the survey. During the pattern matching, the results of the survey and the observations are analyzed separately. If the results of the observations and survey align, the results will be clear. However, in case of contradicting outcomes, the results on the observations will be used to determine the acceptance or rejection of the hypotheses.



Graph 1: mean scores of teams from survey and observations

4.2.2 Results dependent variable from Interviews

During the interviews, the results on the level of team adaptation from the survey and observation are discussed. All interviewees were asked whether they thought they had adapted to the organizational change. While some teams have high esteem of their own performance (team 3, 4 & 5) others have low esteem of their own adaptation (teams 1 & 2). In some cases this esteem is

justified, i.e. aligned with the actual level of adaptation based on the scores of the observation (team 1, 6). In other cases there is misalignment between what the team members believe their performance to be and what it actually is. Team 2 shows that they underestimate themselves. Their manager proclaims it is a very critical team. "Good is not good. And a lot needs to happen before they are satisfied. They set a high standard for themselves, but also for the people surrounding them" (Manager A). The interviews with team members showed that they recognize this as well: "Frankly, we are just very critical. (...) We always think we can improve things. And that is true, there is always something to improve! If you are just going to sit back and relax, that would not be good either". (Caretaker, team2). Looking at the adaptation to organizational change, it explains the difference in the scores on the survey and the observation. The nurse confirms this during the interview: "I think we answered the survey a little too pessimistic... or honest, depending on the way you look at it". The interviews showed that members of team 2 do think they adapted well: "Well I think that if I compare ourselves to other teams, we actually do score high... but we are not really used to say that" (Nurse, team 2).

Team 3 showed the greatest difference between the survey and the observations. The team members score themselves very well in the surveys. However, the scores from the observations are much lower. Interviews with the team members revealed that they still have a positive self-esteem. They are convinced that they are performing really well. "We pick up signals of the client and report it to the case manager", according to the caretaker of the team. The nurse explains: "we really take care of the client needs, and try to defend the client's wishes in the organization". According to the case manager of team 3 and Manager B, this is characteristic for team 3: "they feel like they have to defend themselves and the client against the organization". However, this does not mean that they are adapted to the organizational change. Manager B and the case manager have a different opinion concerning the adaptation of team 3. "If you have a high self-image, but don't practice what you preach, it is going to wrench at some point" (Manager B). The case manager has another explanation for the difference between the observation and the survey. "They think they behave in line with the norms and values and do what's best for the client. But their norms and values are not necessarily the same as the organizations norms and values" (Case manager, team 3).

This difference in norms and values of the team members and those of the organization is something that is been mentioned in other interviews as well. The norms and values of the team members are not always in accordance with the norms and values of the organization. Team members do not

always seem to know what the vision of the organization is. A manager described a situation in which a team member complained about the clients: “she came to me and started complaining: they think it is a hotel! Immediately I replied: but it is a hotel. They just don’t see it that way”. Several team members mentioned this as well: “They think it is a hotel, but it isn’t! It is such a wrong name for this organization” (Caretaker, team 6). The misalignment between the norms and values of the organization and the perceived norms and values of the organization by team members could explain the differences between the results of the observations and the survey.

Although not all teams adapted in the same way, most of the interviewees see the difference between their work in the old situation in comparison to their work in the new situation. “We used to work with all kinds of lists. Fixed shower-days. That kind of structure, made it easy for us. But that is not necessary anymore, the client will tell themselves what they want” (Nurse, team 4). However, that doesn’t mean that the teams adapted (team 1 & 6). A case manager of team 1 explained: “they see it is an improvement for the clients, but they don’t see that they need to change as well”. The case manager of team 6 said that the adaptation of team 6 is “terrible, they just don’t see it. You can say it again and again, but they just don’t get it”. Interestingly, there were two teams (team 5 and 6) that did not see a difference at all between the ‘hospitality & client-oriented way of working’ in the old and new situation. “Nothing really changed... we still have fixed shower days, we have a living room again, the only difference is the clients having their own room now... oh yeah and the clients being more demanding now because they suddenly think it is a hotel now” (Nurse, team 5). The case manager of team 6 confirms this: “They don’t see it. They don’t see the difference. They don’t see you have to knock on the door when you visit a client. Because the client lives here with us.” The teams that do not acknowledge the difference between the old and new situation are teams that showed a lower score on the survey and observations in comparison to the teams that do see the difference.

4.3 Independent variables

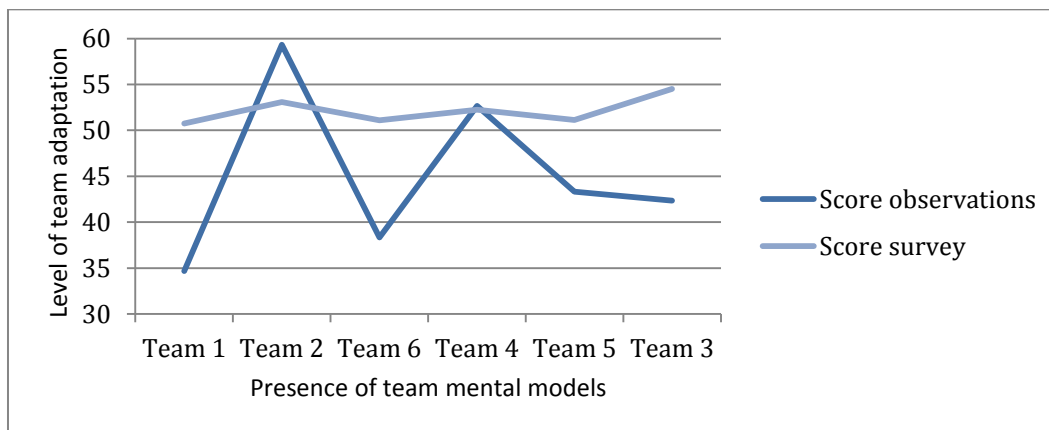
The results of the surveys and observations are used for pattern matching. As discussed in chapter 3, the definition of pattern matching is the comparison of two or more patterns to determine whether the observed pattern is consistent with the expected pattern (Dul & Hak, 2008). The data analysis by means of pattern matching consists of comparing the results of each case (Dul & Hak, 2008). The results of the survey are ranked according to the value of the independent variable. Next, the predicted pattern is compared to the pattern observed (Kaarbo & Beasley, 1999).

4.3.1 Team mental models

Hypothesis 1 claims a positive relationship between the team mental models present in a team and the level of team adaptation to organizational change. Pattern matching for the first variable shows no positive relationship between the team mental models and the team adaptation to organizational change (table 22 and graph 2). Based on the pattern matching for the results of the survey and observations, hypothesis 1 is not confirmed. However, it could be argued that the results show an inverted U-shape. The interviewees of team 2 indicated a very critical attitude of the team members. They are more likely to underestimate their performance. If you consider team 2 as an exception, team 2 is the only outlier in an inverted u-shaped relationship. This could indicate an inverted u-shaped relationship between team mental models and the team adaptation to organizational change.

	Team 1	Team 2	Team 6	Team 4	Team 5	Team 3
Team mental models	24,71	28,79	29,00	29,56	31,67	33,58
Score on observations	34,67	59,33	38,33	52,67	43,33	42,33
Score on survey	50,75	53,08	51,10	52,56	51,13	54,50

Table 22: Pattern matching H1 - variable team mental models



Graph 2: Pattern matching for team mental models

Team mental models contain different aspects such as communication; feedback and the way team members talk about their work. The interviews showed that there are some teams that do not talk about the necessities they need to do their job (team 6, team 1, and team 3). Interestingly, these are the teams that score low on the observations as well. Teams (team 2 and team 4) that are used to

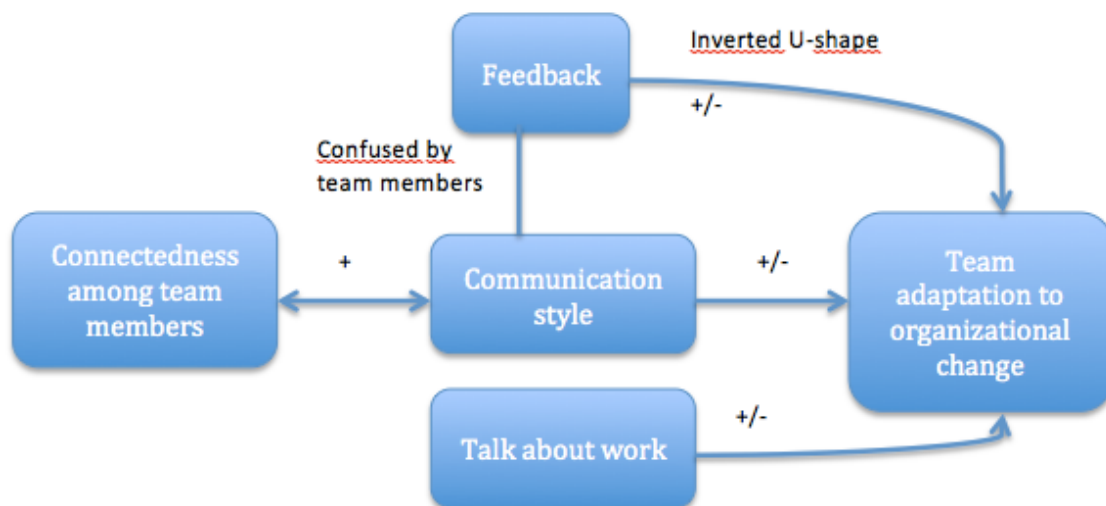
talk frequently about what they need to do their job got a higher score on the observations in comparison to the other teams. The interviews showed that talking about the work, and the things you need in order to do your job help to adapt to a new situation. “We discuss what we need in order to do our job, and we make sure we get it” (Nurse, team 5). However, interviews showed that talking about work could have a negative effect on the team adaptation as well. Teams where there is constant complain about their work, those are the teams that are less adapted. This indicates that constructive talking about work has a positive effect, while complaining about work has a negative effect on the team adaptation to organizational change.

Feedback is part of the development of team mental models as well. Teams scoring low on the observations tend to avoid feedback (team 1 and team 6). Remarkably, both teams blame the time pressure. “You know, we just don’t really have the time to give feedback! We are working very hard and don’t have the time to watch each other” (Caretaker, team 1). Another caretaker states “They want us to give feedback, but we don’t get extra staff in order to have the time to do that” (Caretaker, team 6). Another nurse states: “I know you should give feedback instantly, but sometimes you’re just working your butt off and you’re happy if you got all the people washed and dressed” (Nurse, team 6). Team members claim that the low amount of feedback leads to a lower level of team adaptation because you are not able to discuss each other’s performance. If you are not able to discuss each other’s performance, you cannot make sure that all members are performing according to the new rules. Finally, there are some teams (team 2, team 4) that claim that they give feedback frequently, and score high on the observations. At the same time the interviews show that a high level of feedback can also have a negative effect on the team adaptation. If people are used to giving feedback, other team members may become scared to do their job because they are scared for the feedback they could receive. This means that they will try to work alone, without anybody watching them (Nurse, team 2). If team members cannot see each other’s performance, they cannot help each other to reach the level of adaptation that is required by the organization. “Feedback is necessary to make sure you keep delivering quality-work, but also makes you aware of your own performance. Even when it concerns hospitality and client-oriented working” (Manager C).

Interviews showed that team members have the tendency to confuse their communication style with ability to give feedback. “I think that they should improve their ability to give feedback to each other. But I think that they feel like they are very capable of giving feedback to each other, because there is

open communication between them. However, I think that open communication is not the same as giving feedback” (Case manager, team 3). Teams that proclaim to have an open communication style within their team, assume that they give feedback as well. “We can discuss everything, if something is going wrong at work, or something is bothering you privately, we talk about it (...) so I assume that they will tell me when I do something wrong” (caretaker, nurse team 4). Probing revealed that the connectedness among team members provides the basis on which openness is created. Teams claiming to have a very coherent team (such as team 3,4,5), feel connected to each other. They feel open to talk about many things. It contributes to the team adaptation, because you freely talk about what you need to do your job in the new situation. On the other hand, open communication could become a threat to the team adaptation as well. A case manager explains: “There is no critical mind in the team anymore, they became too close” (Case manager, team 3). The nurse in the same team state: “You don’t really want to give critical feedback to someone you really like” (Nurse, team 3). A caretaker of team 4 confirms this: “We really like each other, this feels like a family, but I guess we are not as critical as we could be because we don’t want to say something bad to someone”. This has the same effect on the level of team adaptation as too much feedback. If team members cannot be critical toward each other, it will be difficult to talk to a colleague when he/she is not performing according to the new standards.

These results are graphically displayed in graph 3



Graph 3: Graphic display of mechanism team mental models and team adaptation to organizational change

4.3.2 Intra-team conflict

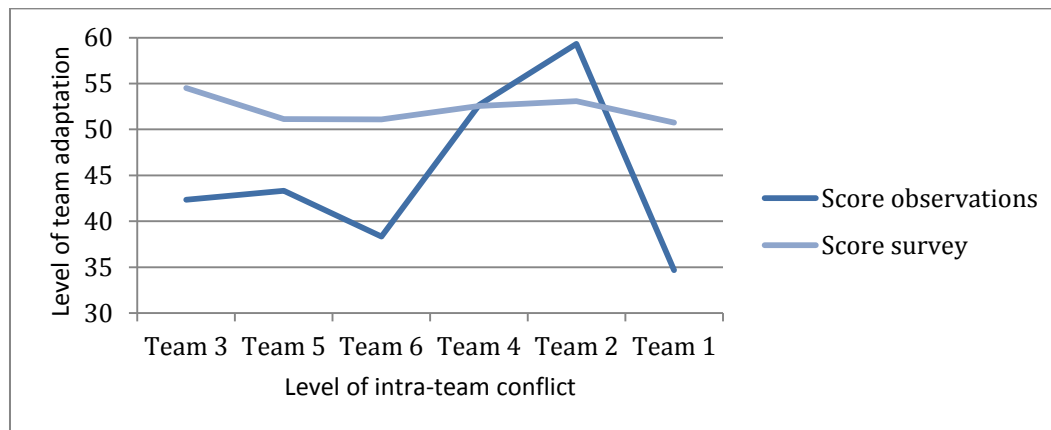
The variable ‘intra-team conflict’ measured the level of conflict within the teams. The hypothesis

states that the level of intra-team conflict is positively related to team adaptation to organizational change up till a certain point, after which the level of intra-team conflict will be negatively related to team adaptation. The results of pattern matching show no relationship between the level of intra-team conflict and the level of team adaptation to organizational change (table 23 and graph 4).

Based on this pattern matching for the observations and the survey, hypothesis 2 is not confirmed.

	Team 3	Team 5	Team 6	Team 4	Team 2	Team 1
Intra-team conflict	8,09	8,67	10,20	10,25	10,86	11,71
Score on observations	42,33	43,33	38,33	52,67	59,33	34,67
Score on survey	54,50	51,13	51,10	52,56	53,08	50,75

Table 23: Pattern matching H2 - variable Intra- team conflict

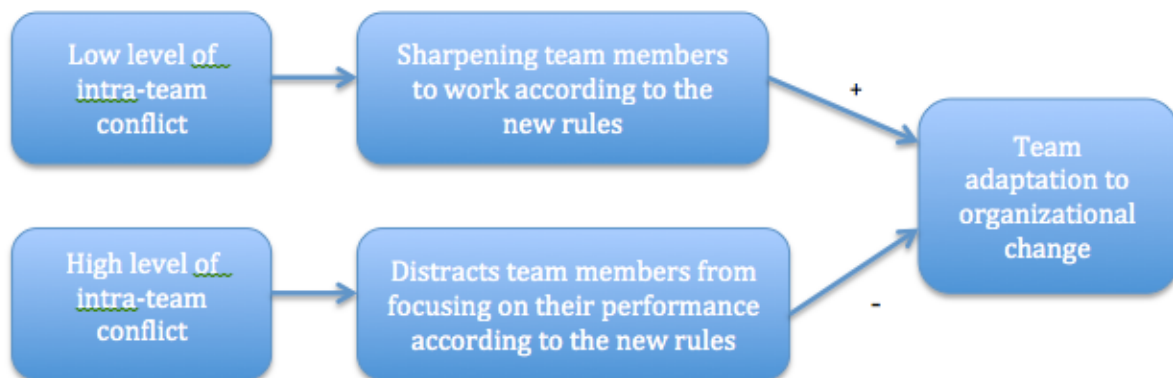


Graph 4: Pattern matching for Intra-team conflict

In the observed pattern, there seems to be a positive trend in the beginning. Team 6 is the only team that does not follow this positive pattern. Team 6 is a team facing a high level of intra-team conflict (Manager C), but ignore and deny their intra-team conflict. This could explain why they are an exception in this pattern. "The teams are not honest about the level of conflict. They give themselves a low score on the level of conflict, but that is only because they ignore the conflicts within the team." (Case manager, team 6). "If you do not acknowledge the conflict, you don't have to talk about it. It will be like it doesn't exist" (Manager C). There are some teams stating they don't mind the low amount of conflict. "Sometimes we have an argument, but that is mainly about work. We talk about it and go on" (Nurse, team 4). This seems to support the parabolic relationship, since team 4 is a team that is functioning well. Members of team 2 explained that they have 'discussion', but it is sharpening their focus (Nurse, team 2). There is a turning point. During the interviews, all interviewees

claim a negative relationship between a high amount of intra-team conflict and team adaptation. “Conflicts within the team distract you from the client’s wishes. You are too busy with your own problems within your team” (Case manager, team 1). This makes it difficult to focus on the team adaptation, since you are only busy with the conflicts (Manager A). In conclusion it could be assumed that the level of intra-team conflict has a parabolic influence on the team adaptation.

These results are graphically displayed in graph 5



Graph 5: Graphic display of mechanism Intra-team conflict and team adaptation to organizational change

4.3.3 Psychological safety: dare to speak up & Psychological safety: dare to be yourself

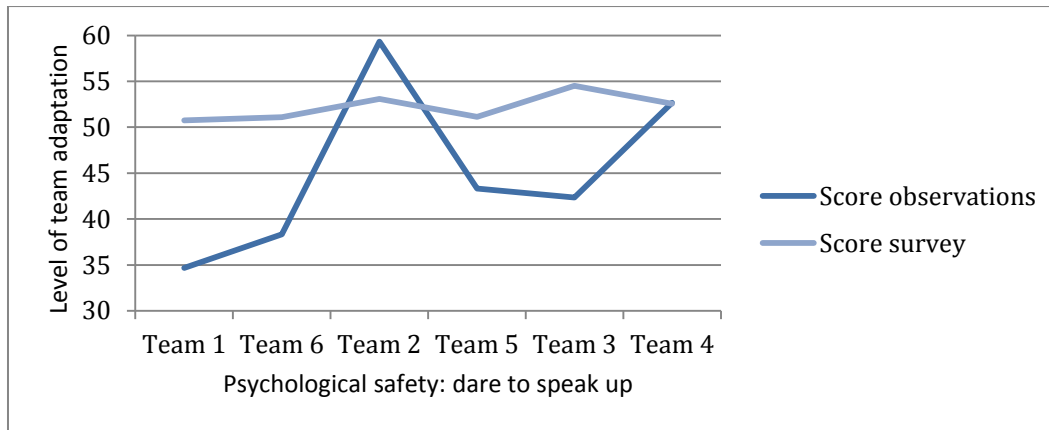
The factor analysis on the variable psychological safety showed that there are two different variables within this concept. For this reason both variables are analyzed separately.

The hypothesis states that there is a positive relationship between the level of psychological safety and the team adaptation to organizational change. On first sight, the results of the pattern matching for both variables show no clear relationship. However, there seems to be a positive relationship. (table 24, and graph 6), when, again, you consider the score of team 2 as an outlier. As explained in section 4.2.1, team 2 has the tendency to overestimate themselves. For this reason, it could be argued that the results for team 2 are an outlier in the overall results. The results for the survey show no relationship. However, since the pattern matching based on the observation is guiding, hypothesis 3 is accepted.

	Team 1	Team 6	Team 2	Team 5	Team 3	Team 4
Psychological safety: dare to speak up	16,64	16,70	18,14	19,00	20,18	20,38

Score on observations	34,67	38,33	59,33	43,33	42,33	52,67
Score on survey	50,75	51,10	53,08	51,13	54,50	52,56

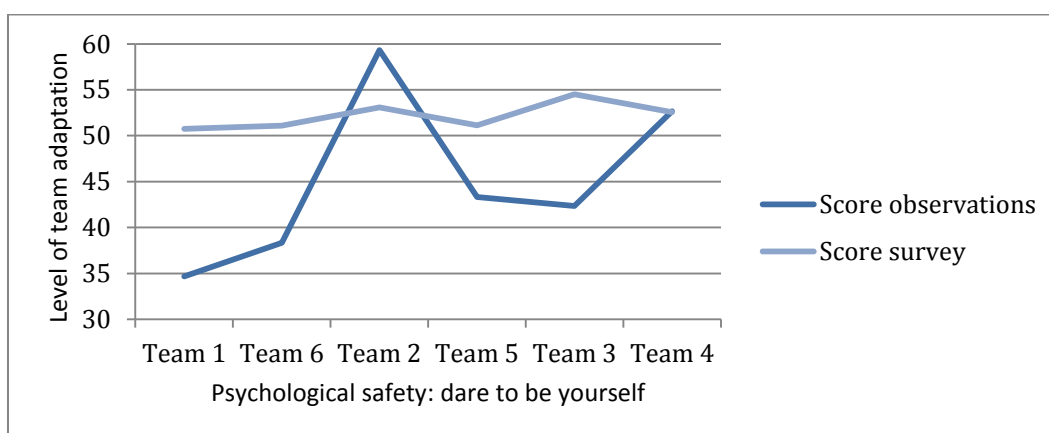
Table 24: Pattern matching H3a variable 'psychological safety: dare to speak up'



Graph 6: Pattern matching for 'psychological safety: dare to speak up'

	Team 1	Team 6	Team 2	Team 5	Team 3	Team 4
Psychological safety: dare to be yourself	6,36	6,90	7,21	7,33	8,09	8,13
Score on observations	34,67	38,33	59,33	43,33	42,33	52,67
Score on survey	50,75	51,10	53,08	51,13	54,50	52,56

Table 25: Pattern matching 'psychological safety: dare to be yourself'



Graph 7: Pattern matching for 'psychological safety: dare to be yourself'

Based on the observations, both variables 'psychological safety: dare to speak up' and 'psychological safety: dare to be yourself' were found positively related to the team adaptation to organizational

change. The interviews showed a correlation between the variable 'dare to speak up' and the variable 'dare to be yourself'. For this reason both variables are discussed together in this section. If team members dare to speak up, they feel safe to be themselves (caretaker, team 3). Team members do not have to watch what you are saying (caretaker, team 3). This makes team members feel happy and comfortable in their team. One individual explained: "If you feel safe in your team, you are more relaxed and you will find joy in your work. (...) It will make them feel more comfortable being in your team" (Case manager, team 2). Team adaptation is a process where team members need to learn to work according to the new procedures. Making mistakes during this process is inevitable. If team members feel comfortable they are less afraid to make mistakes (Nurse, team 4) and are more likely to have the courage to try new things. The team members feel safe and know that if they do something wrong, or miss certain skills; the colleagues won't let them down. A manager gave an example of how the level of psychological safety increased over the last few months: "During a team meeting we discussed a problem with medication. It is not allowed for clients to take medication home with them, once they leave the rehabilitation hotel. One team member said: Oh yesterday I allowed a woman take her medication home with her. A year ago, she would get the reply: that's stupid; you know you are not allowed to do that. But now, the colleagues said: oh well it can happen to anyone sometimes, now you know" (Manager B). The manager explained that this situation fostered the psychological safety within this team. "As she was not afraid to tell her colleagues, she learned from it and will know what to do from now on". (Manager B).

Several interviewees claimed that fear is an important determinant of psychological safety. Team members that experience a high level of fear during the day are less likely to speak up. Two teams (team 1 and team 6) acknowledged a high level of fear in their team. "People don't dare to be open and honest anymore. It has a huge impact on everybody. People literally say: you have to shut up otherwise you will lose your job. That kind of statement is tough." (Nurse, team 1). This will discourage team members to take the risk of trying something new. In a process of team adaptation, team members need to try something new in order to adapt. If they do not feel safe to take that risk, team members are less likely to adapt (Manager C).

These results are graphically displayed in graph 8



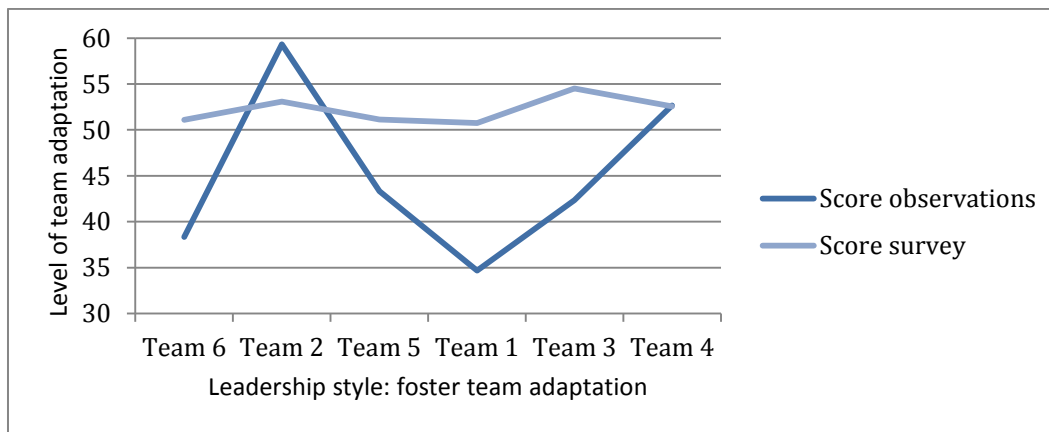
Graph 8: Graphic display of mechanism psychological safety: dare to speak up & psychological safety: dare to be yourself and team adaptation to organizational change

4.3.4 Leadership style

Hypotheses 4 state there is a positive relationship between the level of coaching leadership and the level of team adaptation to organizational change. Pattern matching (table 8 and graph 9) shows no match between the expected pattern and the observed pattern based on the results. Therefore hypothesis 4 about the variable foster team adaptation is rejected.

	Team 6	Team 2	Team 5	Team 1	Team 3	Team 4
Leadership style	31,00	32,43	34,50	34,64	35,44	36,91
Score on observations	38,33	59,33	43,33	34,67	42,33	52,67
Score on survey	51,10	53,08	51,13	50,75	54,50	52,56

Table 26: Pattern matching 'leadership style'



Graph 9: Pattern matching for 'leadership style'

There are two aspects of communications between manager and teams that are mentioned in every interview. The first aspect is the presence of the manager. The second aspect is the attention of the manager.

Some teams need a lot of guidance, while others do not seem to need a manager. Surprisingly, in two teams that have the same manager, they both have different demands from their manager A; Manager C). Teams scoring low on team adaptation, state missing a manager. They miss the presence of the manager, a role model to know how they should behave. Team members and case managers explain the positive effect of the manager's presence on the adaptation of the team: "She is clear in what she wants from us" (Nurse, team 3). Another nurse states: "She gives the right example, she makes people alert" (Nurse, team 4). A case manager of team 2 stated: "She is a perfect example of how we should work. And it works. Because people start to think 'if the boss can do it, so should we'" (Case manager, team 2).

The second aspect is the attention of the manager. Teams that speak in a negative way about their manager (Team 5, Team 6) claim they have a sole functional relationship with their manager. "There is a lot of distance and you are only able to talk to him if you have a clear problem statement" (Case manager, team 5). A nurse in team 6 explained: "I think that if he would have been more visible, paid more attention to us during the day, my team would not have as many problems as it has right now" (Nurse, team 6). If teams feel they receive help from their manager to solve problems, they are more likely to adapt to the organizational change. "Because of all the problems at work, we are not able to perform the way we should" (Caretaker, team 5). A manager states: "I see that they need to have the feeling that they are heard. That I'm aware of the bottlenecks. Continuous vigilance is what is needed here. But I have to be like a director, let them do what they can do best. But once in a while you need

to tune your choir, otherwise they will play a totally different melody” (Manager B).

Probing revealed that self-steering seemed to be the key factor in the demands of the team. Teams that are relatively independent don’t need the presence of the manager. “Only if something is wrong, we will go to the manager” (Nurse, team 2). Teams that have a low level of self-steering really need the presence and attention of the manager. “They need someone to guide them, to take them by the hand and tell them what to do” (Manager C). Since the concept of self-steering was introduced at the same time as the organizational change under study, some teams did not capture self-steering. Those are the teams that faced difficulties during the organizational change. “What you see is that we all got dropped into the sea. We came into a new situation and had to find our ways all by ourselves. We should have been self-steering, but we just wanted someone who told us: let’s go for it! That should have been the manager’s job, but the manager wasn’t there” (Caretaker, team 2). A manager explained: “As far as I see it, when I look at my team, I can only say that I suddenly was snatched out of my team from the day we got into this building. And my team drowned” (Manager A).

These results are graphically displayed in graph 10.



Graph 10: Graphic display of mechanism leadership style and team adaptation to organizational change

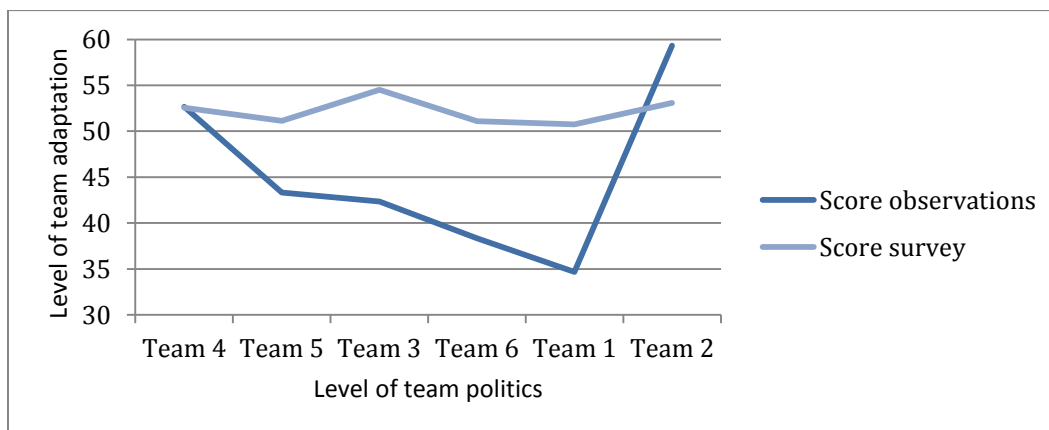
4.3.5 Team politics

Team politics was assumed to have an inverted u-shaped relationship with team adaptation to organizational change. Pattern matching shows a difference in the scores of the survey and the

observations (table 27, graph 11). For this reason the results of the observations are leading. The results of the pattern matching is ambiguous. On the one hand, you could argue that a u-shaped relationship emerges from the pattern matching. On the other, since team 2 is a critical team, it is likely that they scored themselves too high on the level of team politics. If this is the case, and the score of team 2 is regarded as an outlier, the pattern shows a negative relationship. Nevertheless, the pattern contradicts the hypothesis and for this reason hypothesis is not confirmed.

	Team 4	Team 5	Team 3	Team 6	Team 1	Team 2
Team politics	15,78	15,83	16,18	18,60	19,36	19,57
Score on observations	52,67	43,33	42,33	38,33	34,67	59,33
Score on survey	52,56	51,13	54,50	51,10	50,75	53,08

Table 27: Pattern matching H5 variable 'team politics'

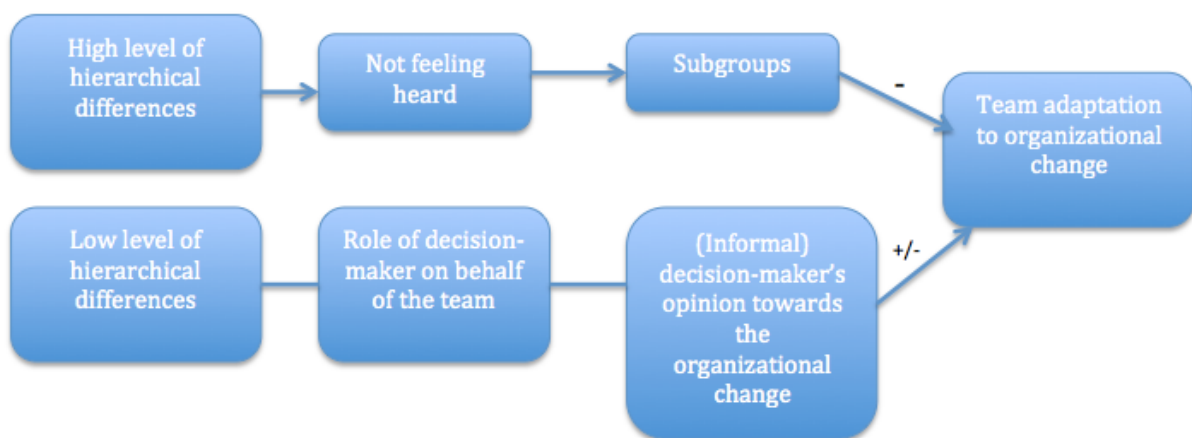


Graph 11: Pattern matching for 'team politics'

Interviews showed that teams with a high level of hierarchical diversity face the risk of developing subgroups. "There are some people who have a lot more to say because they have a direct line with the manager" (Case manager, team 2). The same case manager explains, "people tend to become frustrated or feel disappointed because there is nobody listening to their ideas and thoughts" (Case manager, team 2). "If people don't feel heard, they will go to a colleague to tell their story. And a subgroup is easily created" (Case manager, team 1). The interviews with team members of team 1 and 6 showed that hierarchical difference based on education easily led to subgroups. "It is a sensitive topic because people feel less valuable to the team if they are a caretaker. But we, as nurses, are not better in any way! But they feel it like that. It creates two camps" (Nurse, team 6). All interviewees claim that subgroups are negatively related to the adaptation to organizational change

for two reasons. When subgroups are formed, team members become focused on their own subgroup and forget to look at the whole team performance. In a process of team adaptation this could cause a situation in which a part of the team adapted to the organizational change, but another part of the team did not. Second, subgroups create 'camps'. People are less likely to give feedback to people within their subgroup, because they don't want to say something bad to a person they really like (caretaker, team 3; nurse, team 4). If people do not dare to give feedback to each other, team members that do not adapt to the organizational change are not being called to account.

Besides the hierarchical differences within their team, some teams state that there are some team members 'who received the role of decision-maker' (caretaker, team 3; nurse, team 4; nurse, team 2). Those people make the decisions, based on the team's opinion. "This does not mean that she is the only one deciding. It just means we have one person we can go to if something is going on. She will collect all opinions" (Nurse, team 3). According to a case manager (Team 3) this is of positive influence on the team adaptation to organizational change as long as the hierarchical leader thinks this is an important subject. The (informal) decision-maker becomes the role model for the team (when the manager is absent). Moreover, the (informal) decision-maker creates awareness and acceptance to adapt to the new situation. Some teams explained that the hierarchical leader misused his/her power that caused a low adaptation to organizational change. "A nurse should stand in the team in order to improve the performance of the team. This nurse just placed herself above the team, which resulted in everybody just messing around" (Case manager, team 1). This causes the teams being confused about what they were expected to do. "The manager said turn left, the nurse said turn right. So what they did is just messing round in the middle because you want to keep both parties satisfied" (Case manager, team 1). These results are graphically displayed in graph 12.



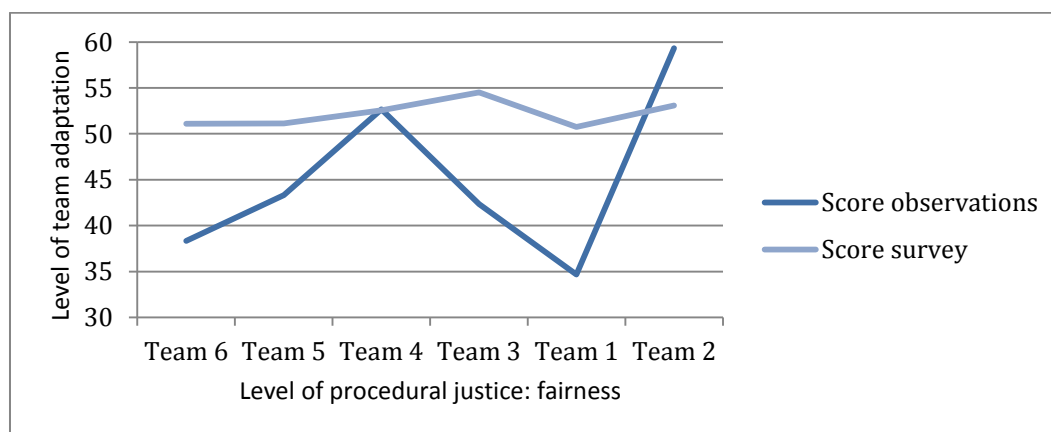
Graph 12: Graphic display of mechanism team politics and team adaptation to organizational change

4.3.6 Procedural justice

Hypothesis 6 states that there is a positive relationship between the procedural justice and the level of team adaptation. The results of the pattern matching show there is no positive relationship found. For this reason, hypothesis 6 is rejected. When Team 2 the only outlier that contradicts the inverted-u shaped relationship. However, the interviews with members of team 2 confirmed the high score as well, the perceived a very high level of procedural justice. For this reason an inverted u-shaped relationship cannot be assumed.

	Team 6	Team 5	Team 4	Team 3	Team 1	Team 2
Procedural justice	17,10	22,33	22,55	23,45	25,42	25,50
Score on observations	38,33	43,33	52,67	42,33	34,67	59,33
Score on survey	51,10	51,13	52,56	54,50	50,75	53,08

Table 28: Pattern matching H6 ‘procedural justice’



Graph 13: Pattern matching for ‘procedural justice’.

The interviews confirm the results of the pattern matching, since most interviewees state that the procedural justice had no influence on the team adaptation when it concerns the period prior to the organizational change. However, the interviews showed there is a difference between the procedural justice in the period prior to the change, and during the organizational change. The transfer to the new building was a significant step in the change process, since it forced the employees to work according to the new standards the organization had set for them.

All interviewees agreed that the first few weeks in the Herstelhotel were a disaster. The teams were “surprised and undermined” (Case manager, team 1). Some teams claim that they were not heard: “We told them it wasn’t going to work like that for our clients. But they just didn’t listen. And

eventually they experienced it the hard way that it didn't work. And they listened to us finally. But it took a long time... it took them too long" (Nurse, team 5). According to a nurse in Team 3 this influence the adaptation to organizational change as well: "You want to do it right. But when the basic needs aren't there, you cannot provide the service that you want" (Nurse, team 3).

The interviews did show a mechanism of the relationship between procedural justice and the level of team adaptation to organizational change. If a team perceives the procedure to be justice, this is of an influence on the team attitude towards the organizational change. The procedural justices makes them see the need to adapt, it makes team members want to adapt (Case manager, team 2; Nurse, team 2). Some teams dived into the organizational change: "It is a change. you don't have a choice. You can either go with it, or you're not going with it. But that means you have to leave, because staying isn't possible. And we went in there with a positive mood, to deal with this organizational change. And what you see is that other teams faced great difficulties in finding that positive mood" (Caretaker, team 4). The interviews showed there is one aspect that mediates the relationship between team attitude and team adaptation. The team's attitude influences the team's ability to deal with setbacks (Case manager, team 2). When team members are convinced they need to change, they are more inclined to find a solution that hold them from adapting (Nurse, team 5). On the other hand, some interviewees claimed that the ability to deal with setbacks increased the perceived procedural justice as well (Nurse, team 2). Interviews showed that the ability to deal with setbacks also increased by the team's ability to find creative solutions for problems during the organizational change (Case manager, team 1). These results are graphically displayed in graph 14.



Graph 14: Graphic display of mechanism procedural justice and team adaptation to organizational change

4.4 Summary table

The results of the pattern matching and interviews are summarized in the following results table.

	Hypothesis	Results from interviews
Hypothesis 1: The more team mental models present in a team, the higher the team adaptation to organizational change (positive relationship).	Not confirmed, inverted u-shaped relationship	Aspects: ability to give feedback, communication style and level of talking about work within the team
Hypothesis 2: The higher the level of intra-team conflict, the higher the level of team adaptation to organizational change will be up to a given level, above which the level of team adaptation will decrease (inverted U-shaped relationship).	Not confirmed, no other relationship	Low amount of conflict sharpens the team members. High amount of conflict distracts team members from adaptation to organizational change.
Hypothesis 3: The higher the level of psychological safety is, the higher the level of team adaptation to organizational change will be (positive relationship)	Confirmed	Makes team members feel like they can be themselves, makes them comfortable in the team, which makes them not afraid to make mistakes and gives them the courage to try new things in order to adapt to the organizational change.
Hypothesis 4: The higher the level of coaching leadership, the higher the level of team adaptation to organizational change will be (positive relationship).	Not confirmed	Level of self-steering determines the team's need for guidance. Guidance is required by means of leader's presence, where the leader is the role model to adapt to change. By means of attention from team leader, team members need to feel heard and need to feel helped with their problems in order to adapt.

Hypothesis 5: The higher the level of team politics, the higher the level of team adaptation to organizational change will be up to a given level, above which the level of team adaptation will decrease (inverted U-shaped relationship).	Not confirmed, negative relationship	A high level of team politics leads to people forming subgroups. Subgroups are negatively related to team adaptation because it limits the ability to give feedback to each other. The attitude of the (informal) decision-maker influences the level of team adaptation as well.
Hypothesis 6a: The higher the level of procedural justice in a team, the higher the level of team adaptation to organizational change will be (positive relationship).	Not confirmed, inverted u-shaped relationship	The team's attitude towards the organizational change influences the procedural justice, which influences the team adaptation to organizational change. When a team has the ability to bring creative solutions when they face problems during the organizational change, they are more likely to deal with setbacks during organizational change. The ability to deal with setbacks during organizational change is positively related to the procedural justice, and the adaptation of the team.

Table 29: Summary table of results

5. Conclusion

This chapter will draw conclusions, based on the previous described results of the pattern matching and the interviews. This study set out to determine whether, if so in which way, team-level factors influenced the team adaptation to organizational change. The research question central in this study is as followed:

Which team-level factors influence team adaptation to an organizational change in a healthcare organization, and what are their underlying mechanisms?

The team-level factors researched in this study are:

- Team mental models: the “organized understanding or mental representation of knowledge that is shared by team members” (Mathieu et al., 2005, p. 38).
- Intra-team conflict: a situation in which group members have different opinions, attitudes, knowledge, “or have interpersonal incompatibilities with each other” (Curseu, 2011, p.4).
- Team psychological safety: “a shared belief that the team is safe for interpersonal risk taking” (Edmondson, 1999, p.353).
- (Coaching) Leadership style: “direct interaction with a team intended to help members make coordinated and task-appropriate use of their collective resources in accomplishing the team’s work” (Hackman & Wageman, 2005, p.269).
- Team politics: where power is “in action, worked out through the use of techniques of influence and other (more or less extreme) tactics (Buchanan & Badham, 1999a, p.611).
- Procedural justice: a situation in which employees are “sensing fairness in the methods used to plan and implement resource allocation decisions” (Wiesenfeld et al, 2007).

5.1 Team mental models

Based on literature, hypothesis 1 predicted a positive relationship between the presence of team mental models and team adaptation to organizational change. Pattern matching, based on the observation, did not confirm hypothesis 1. The results showed an inverted u-shaped relationship. The interviews showed that a teams with well-developed mental models, are able to manage organizational change, since they are able to discuss the new situation with each other. Feedback is part of these mental models. Interviews showed the significant role of the level of feedback. Feedback makes people aware of their own performance, and

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creates a level of quality taken up by the whole team. The interviews showed that teams tend to confuse the communication style within their team and the ability to give feedback. Open communication however, can ultimately be a threat to the level of feedback given by teams. Since people like each other, they do not want to say anything that can be seen as critical note. The interviews confirm the found relationship in the pattern matching.

5.2 Intra-team conflict

Based on the observations, this study has found an inverted u-shaped relationship between the level of intra-team conflict and the team adaptation to organizational change. For this reason, the expected negative relationship in hypothesis 2 was not confirmed. All interviewees confirm the hypothesis that intra-team conflict will first foster organizational change, but a high level of intra-team conflict will hinder the adaptation to organizational change. It is remarkable that the teams with the highest intra-team conflict (Team 1 and Team 6), score low on the team adaptation as well. An interesting result is the fact that team 6, confronted with a high level of conflict, gave themselves a low score on the survey, but acknowledged the high level of conflict during the interviews. Their manager (Manager C) recognized this, since the team has the tendency to ignore the difficulties within the team. Other interviewees' state that a minimal amount of conflicts fosters the team adaptation since it sharpens them. Mistakes made in the process of changing are addressed and discussed. Discussions makes it clear to people what they think as a team, and what is expected of them. The interviews confirmed the negative relationship between a high level of conflict and the level of team adaptation. When there is a high level of conflict team members get distracted from their work and the adaptation to organizational change. The efforts that are needed for the adaptation to organizational change to succeed are used to deal with the intra-team conflict. For this reason a high level of intra-team conflict is negatively related to the adaptation to organizational change.

5.3 Team psychological safety

Factor analysis showed that team psychological safety contained two different variables: 'dare to speak up' and 'dare to be yourself'. Hypothesis 3 states there is a positive relationship between the level of team psychological safety and the level of team adaptation to organizational change. Based on the results of the observations for both variables, hypothesis 3 is confirmed. The interviews showed a link between the variable 'dare to speak up' and 'dare to be yourself' and for this reason the variables are combined in the explanation of the mechanism.

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The interviews showed that a team member, who dares to speak up, feels comfortable within the team. If team member feels comfortable in a team, he/she will not be afraid to make mistakes because they know they are not judged or rejected. Knowing this, the team member will be more easily encouraged to try new things, since new things are accompanied by accidental mistakes. The courage to try new things is positively related with the team adaptation to organizational change, since adaptation requires team members to try new things. Moreover, the interviews showed that fear is an important determinant for the level of psychological safety. The fear is defined by the team members as the fear for other team members' reactions, or reactions of others within the organization.

5.4 Leadership style

Hypothesis 4 states that the higher the level of coaching leadership, the higher the level of team adaptation to organizational change will be. Pattern matching showed that neither the survey, nor the observations confirmed this hypothesis. The interviews showed there is a relationship, together with the reason for this difference in results. The survey did not focus on self-steering, nor guidance. Interviews showed that teams with a low need for guidance, do not need a manager in order to adapt to the organizational change. In these cases the manager does not have an influence. However, in teams with a high need for guidance, the manager is needed in order for teams to adapt. The interviews revealed two aspects of the coaching leader that are having an impact: the presence and guidance of the manager. The teams that do not perform well in the observations and surveys do express missing the manager's presence. They miss the manager on the floor that will guide them and tell them what to do. Teams where the manager is present within the teams are scored higher on the team adaptation. The other aspect of leadership style is the level of guidance. Interviews showed that self-steering is connected to this. Teams that found difficulties in becoming self-steering, indicate that they need a manager that guides them. The self-managing teams show less need for presence and guidance. This has its effect on the team adaptation as well. The teams that are self-managing are able to work according to the working requirements, when the manager is absent and not guiding them. The teams that struggle with self-management need a guiding and present manager in order to perform in a client-oriented, hospitality way of working. With the right levels of guidance and presence, teams are satisfied with their manager. The results suggest that a manager can only let go of a team during times of organization change, when the teams have a sufficient level of self-steering.

5.5 Team politics

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The level of team politics was assumed to have an inverted-u shaped relationship with the level of team adaptation. Based on the observations, the results of the pattern matching shows a negative relationship. For this reason hypothesis 5 is not confirmed. Although literature assumes positive effects of team politics (Jehn et al., 1999), this study shows otherwise. The interviews provide some insights in the reason for the difference between the predicted pattern and the observed pattern, together with the underlying mechanism. Teams with a high level of team adaptation (team 2, team 5) state they have a low amount of team politics, but there are clear defined roles in the decision-making structure. This means that a member has the (non-) official role to make decisions in service of the team. Interviews showed that in this case the personal preference determines the level of team adaptation since this person is influencing the team's opinion. The other team members are relying on this person and if this person is convinced of the importance to change, he/she will take the team with him. On the other hand, if the team member is not convinced by the importance to change, it is likely that this member hinders the level of team adaptation. It hinders the team adaptation to organizational change when it creates a misbalance within the team involvement in decision-making processes. When only some team members have the power to make decisions, while other team members are not concerned, decisions are not becoming part of the team. This results in only a few team members making decisions and having power, while others are not involved in this process and do not feel heard. Interviewees explain that when team members do not feel heard, they form subgroups to discuss the situation. All interviewees claim the negative relationship between subgroups and team adaptation to organizational change. They state that subgroups make you become focused on your own subgroup, but not on the team adaptation anymore. Furthermore, interviewees claimed that team members are less likely to give feedback to people within their subgroup, because they don't want to say something bad to a person they really like. This explains why team politics is negatively related to the team adaptation to organizational change.

5.6 Procedural justice

The final independent variable discussed is procedural justice. Hypothesis 6 claimed a positive relationship between the level of procedural justice and the level of team adaptation to organizational change. Pattern matching found no matches between the expected patterns and the observed patterns.

Interestingly, interviews showed that there is a difference in the procedural justice during the actual change and the procedural justice during the first weeks afterwards. Apparently not the procedural justice in times of change and chaos are of influence on the team adaptation to organizational change, but the time afterwards. Interviews showed that the perceived procedural justice influenced the team's attitude towards

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the organizational change. Procedural justice makes team members feel like they are heard and become convinced of the need to adapt. This increases the team's ability to deal with setbacks. Since the team members are convinced of the need to adapt, they are more able to deal with setbacks during the process.

6. Discussion

6.1 Discussion and recommendations

This research aimed at discovering which and how team-level factors influence the level of team adaptation. Further theoretical implications can be made.

First, in general, the finding of this study suggests that the relationship between team-level factors and team adaptation to organizational change differs from the relationship between team-level factors and team performance. Although the hypotheses were based mainly on literature about team performance, this study showed that only one hypothesis was confirmed in a research on team adaptation to organizational change. Interestingly, the hypotheses of team mental models, level of intra-team conflict and the level of team politics were not confirmed, but showed a different type of relationship.

Second, in this study intra-team conflict is researched as one variable. The hypothesis was not confirmed. Literature shows there is a difference in task-conflict and relationship-conflict (Jehn et al., 1999). Since this research used existing surveys, this was not specified in the survey. A recommendation for further research would be to research both types of intra-team conflict. The variables team mental models and intra-team conflict were found to show an inverted u-shaped relationship with the level of team adaptation. Further investigation and experimentation into these found relationships would increase the understanding and accuracy of the factors influencing team adaptation.

Furthermore, the interviews show that team mental models, intra-team conflict & psychological safety is influenced by the feeling of connectedness among team members. Although there is some research about the relationship between cohesion and performance (Beal et al., 2003), there is no literature on the relationship between cohesion and team adaptation. Therefore, further research into the relationship between cohesion and team adaptation is recommended.

Teams not only change over time, they develop over time as well (Edmondson et al., 2001). These team dynamics are an often forgotten aspect in literature (Mathieu et al., 2008). The interviews showed that the team dynamics during the organizational change was of influence on the level of intra-team conflict and psychological safety. For this reason, it could be recommended to research the influence of team dynamics

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during organizational change.

This research showed more surprising results that are interesting for future research. The independent variable 'leadership' was part of this study. Although the results of the pattern matching show no effect of leadership on the team adaptation to organizational change, the interviewees all share the opinion that the leader had a great influence on the team adaptation in teams where guidance was needed. The interviews showed that the relationship between the coaching leadership style and the level of team adaptation is determined by the team's need for guidance. Future research could focus on the interaction effect between the manager and self-managing teams in the context of organizational change.

6.2 Other influences on the level of team adaptation

Finally, all interviewees were asked whether they know other causes that influence their adaptation to organizational change. There are four causes mentioned in every interview. This paragraph will elaborate on other causes that influenced the adaptation to organizational change than the one derived from literature.

6.2.1 *Preconditions*

Nurses, Caretakers, Case managers and Manager all claim that the teams need their basic preconditions in order for them to do their job. At the start of the Herstelhotel, many preconditions were not fulfilled. "We had a laptop... but we had to wash our clients with a dishcloth!" (Caretaker, team 5). This is of great influence on the level of team adaptation. The case managers state: "It's all about the basic things you need, but did not work. The telephone system that doesn't work, the electronic client dossier that is frustratingly slow, no cloths to wash or dry the clients, no incontinence materials. Those things had a great impact because people didn't see the positive side of the organizational change anymore" (Case manager, team 1). The managers agree upon the necessity of the basic preconditions. "You cannot blame the teams when we do not regulate the processes around their work. I think it is sad that teams are held accountable for their new work attitude, while actually it is the lack of preconditions that is causing them to behave in this "old" way" (Manager B).

6.2.2 *Collaboration with other disciplines in the organization*

There are some disciplines that do not work the way they should work. This makes it difficult for team members to adapt to the organizational change, since they need the other disciplines in order to change. Interviews with team members often showed problems with the restaurant. "The restaurant doesn't

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perform well, and we get the blame for it!" (Caretaker, team 4). Since the client does not see the problems with the restaurant, they only blame the nursing team because they do not get their breakfast in time. "They bring it like it is a hotel in here. But you don't have the means to do it. We try to solve those problems by getting that client's fresh cup of coffee ourselves. And we take that client's desert, even though that is not allowed" (Caretaker, team 2). The team members need to collaborate with other disciplines in order to change to the organizational change. However, this is impossible when the other teams did not adapt themselves. Further research is necessary to understand the moderating effect of collaborations with other disciplines on the level of team adaptation to organizational change.

6.3 Limitations

A number of important limitations need to be considered. First, the most interesting finding in this study is the difference between the level of team adaptation in the survey and observation. Although both measurement tools measured the level of team adaptation, the survey showed minimal variance in the answers. This indicates that the survey and/or interview were not suitable for this research. This difference could be explain by the expectation to get socially desirable answers on the survey. Within the organization fear existed among team members to lose their job if they were too critical about the organization. This could explain why all team members scored high on the survey. For this reason, in case of different results, the results of the observations were guiding.

The second limitation concerns the timeline. The surveys were spread 5 months after the organizational change and two months after the observations. During these five months a lot of things already changed. The team's composition changed a lot over the 5 months. Some employees were already fired, while other teams stayed the same. This influences the answers of the interviewees as well, especially in the teams that had to deal with changing team composition. Mathieu et al., (2008) state that team dynamics influence the change process of teams. Another limitation is the low response rate. This makes the results of the surveys less reliable in comparison to other studies.

A final limitation has to deal with another organizational change. During the interviews, two teams changed their location in the building. This resulted in them experiencing another organizational change. Moreover, they got a different manager as well. This has an impact on the answers they give during the interviews, and makes their answers less reliable.

6.4 Contributions

Finally, even though there are a number of theoretical implications and limitations, some contributions can be named. First of all, this study contributes to the current literature on team adaptation to organizational change. As mentioned before, it made clear that more research on the relationships between team-level factors and team adaptation to organizational change is necessary. The practical implication is found in the mechanisms described in this research. The described mechanisms can be used to develop targeted interventions aimed at increasing the level of team adaptation to organizational change. While this research is focused on the sector of nursing homes, this research is also applicable to other organizations in the healthcare sector. Organizations in the health-care sector often face the same organizational changes as discussed in this research, and for this reason these results could help them to increase adaptation to organizational change of their teams.

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Appendix 1: Survey for employee

Algemene informatie

Team:

Age:

Geslacht: man/vrouw

Functie: helpende / verzorgende / verzorgende+ / verpleegkundige niv. 4 /
verpleegkundige niv. 5 / anders:.....

In welke mate bent u eens met de volgende stellingen:

	Sterk mee oneens	Oneens	Niet mee oneens, niet mee eens	Eens	Sterk mee eens
1. De wens van de cliënt gaat boven alles					
2. Als de wens van de cliënt niet past in mijn agenda, zal ik mijn agenda volgen.					
3. Ik kan niet iedereen tegelijk helpen, dus een cliënt moet wachten op zijn/haar beurt.					
4. Als mijn telefoon gaat, antwoord ik binnen 30 seconden en geef ik aan wanneer ik kom helpen.					
5. Een cliënt kan opstaan op het tijdstip dat hij/zij wil, ook als hij daar mijn hulp bij nodig heeft.					
6. Ons team zorgt ervoor dat een cliënt op tijd klaar is voor zijn/haar therapie.					
7. Als een cliënt om hulp vraagt, help ik hem/haar direct of zorg ik dat mijn collega hem/haar gaat helpen					
8. Op mijn afdeling mag een cliënt zelf bepalen waar hij/zij gaat eten.					
9. Cliënten kunnen het aan mij zien als ik me niet prettig voel.					
10. Mijn team verleent zorg op een hotelservice matige wijze.					
11. Als ik bij een cliënt vertrek, vraag ik altijd of de cliënt nog iets nodig heeft.					
12. Op onze afdeling zie je geen afval of waskarren meer op de afdeling.					
13. Ons team klaagt niet over de organisatie in het bijzijn van een cliënt.					
14. Als de cliënt om iets extra's vraagt, dan zorg ik daarvoor (bijvoorbeeld een plakbandje)					
15. Ons team klaagt niet over collega's.					

Appendix 2: Methodological explanation survey

General information

Team:

Function: helper / caretaker / caretaker+ / nurse niv. 4 / nurse niv. 5

To what extent do you agree with the following statements:

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1. The client wishes goes before everything. (Norms and values of ZZG Herstelhotel)	5	4	3	2	1
2. If the client wishes are conflicting with my planning, I will stick to my planning. (Reversed question, norms and values of ZZG Herstelhotel)	1	2	3	4	5
3. I cannot help everybody at once, so a client needs to wait for his turn. (Reversed question, norms and values of ZZG Herstelhotel)	1	2	3	4	5
4. When my phone rings, I will answer it within 30 sec. and give the client a time indication of my arrival (Norms and values of ZZG Herstelhotel)	5	4	3	2	1
5. A client is able to get up in the morning at the moment he/she wants to, also if this means he/she needs help from me/my colleagues. (Norms and values of ZZG Herstelhotel)	5	4	3	2	1
6. Our team makes sure a client is ready for his/her therapy when he/she needs to be. (Norms and values of ZZG Herstelhotel)	5	4	3	2	1
7. When a client asks for help, I help him/her right away or make sure my colleagues help him/her. (Norms and values of ZZG Herstelhotel)	5	4	3	2	1
8. On my department, a client can decide for him-/herself when he/she wants to have his/her diner. (Norms and values of ZZG Herstelhotel)	5	4	3	2	1
9. Clients see right through me, also when something is bothering me. (Reversed question, norms and values of ZZG Herstelhotel)	1	2	3	4	5
10. My team provides hotel-service-kind care to the clients (Norms and values of ZZG Herstelhotel)	5	4	3	2	1
11. When I leave a client, I always ask if there is anything to be done more. (Norms and values of ZZG Herstelhotel)	5	4	3	2	1
12. At my department you won't see any laundry	5	4	3	2	1

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box or bins. (Norms and values of ZZG Herstelhotel)					
13. I don't complain about the organization in front of/ companion with a client. (Norms and values of ZZG Herstelhotel)	5	4	3	2	1
14. If I client asks for something extra, I try to provide it to the client (for example a bandage) (Norms and values of ZZG Herstelhotel)	5	4	3	2	1
15. I don't complain about my colleagues. (Norms and values of ZZG Herstelhotel)	5	4	3	2	1

Total score possible: 75 points

Appendix 3: Company statements about vision client-oriented approach

The organization set different requirements for the teams in order to perform in line with the new vision of the organization.

The client-oriented approach contains three different aspects:

1. Keep being focused on the client's wishes all the time
 - a. Client is able to determine (as much as possible):
 - The time he/she rises and goes to bed
 - The time he/she wants to have breakfast, lunch and diner
 - The time he/she prefers to have therapy.
 - b. There is adequate roomservice
 - c. The individual circumstances are taken into account when it concerns the treatment and revalidation plan?
 - d. The personal circumstances at home are taken into account when it concerns the treatment and revalidation plan?
 - e. Employees don't sell a 'no', they always take care of business.
2. Behavioral requirements for employees
 - a. Employees focus on the client wishes.
 - b. The client's wishes are leading in comparison to the wishes of the employee.
 - c. Employees don't show personal difficulties to a client.
 - d. Team members respect each other and accept each other's abilities.
 - e. Employees make sure that the client receives the care, also when colleagues failed to do it.
 - f. Employees don't complain about each other in front of / in companion with a client.
 - g. Employees are positive and cheerful at their work
3. Artifacts
 - a. Employees wear company outfits.
 - b. Employees look representative well taken care off.
 - c. Employees wear their batch with name and function
 - d. The telephone of the nurse is answered within 2 minutes.
 - e. There are relaxing activities available in the Herstelhotel.
 - f. The rooms and the public spaces are clean.
 - g. Clients are ready when they have therapy.
 - h. Employees walk in a calm pace.

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Appendix 4: Individual questionnaire English (Methodological explanation)

Dear employee,

Since February 2013 am I working within the ZZG Herstelhotel as Junior Trainee. This traineeship is part of my master Organisation Studies at the Tilburg University. A number of you has already see me when I was doing my observations. In addition to the observations I would like to ask you to fill in this questionnaire.

Attention! There is another questionnaire that is sent to your email. This is a different one! The results will be anonymous; this means that the results cannot be traced back to an individual employee.

Kind regards,
Roosmarijn Veldstra

1.	In which team do you work?	☐ Bruuk 1 ☐ Bruuk 2 ☐ Mulderskop 1 ☐ Mulderskop 2 ☐ Kraayendal 1 ☐ Kraayendal 2
2.	What is your age?	Years
3.	What is your sex?	☐ Male ☐ Female
4.	What is your function?	☐ Helping ☐ Caretaker ☐ Caretaker + ☐ Nurse level 4 ☐ Nurse level 5 ☐ Different:.....

1.1 Team mental models

Statement	Literature	Aspect
1. Within my team, we give feedback to each other	Edmondson, 1999	Team mental models
2. How would you categorize your team when it concerns communication? Is there an open communication within your team (5) or do you need to find the right moment to speak up (1)?	Edmondson, 1999; Edmondson, 2001	Team mental models
3. We talk about what we think is important for our team	Edmondson, 1999	Team mental models
4. We talk about what we think is important for the organization	Entin & Serfaty (1999)	Team mental models
5. We have implicit rules that we follow in our work, nobody needs to explain this.	Mohammed & Dumville, 2001	Team mental models
6. When something happens, we all know exactly what to do.	Mohammed & Dumville, 2001	Team mental models

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7. We talk about hypothetical situations and our strategy in those situations	Mohammed & Dumville, 2001	Team mental models
8. Team members have a direct way of communicating with each other.	Workman, 2005	Team mental models
9. Information stays within our team (Reversed questioning)	Workman, 2005	Team mental models
10. New employees need only a short time to feel at home	Workman, 2005	Team mental models
11. There are many written policies that govern behavior (Reversed questioning)	Workman, 2005	Team mental models

1.2 Intra-team conflict

Statement	Literature	Aspect
1. How often are there differences of opinions regarding the task in your team?	Curseu, 2011	Intra-team conflict
2. How often do people in team disagree about the work being done.	Curseu, 2011	Intra-team conflict
3. How often are personality clashes present in your team?	Curseu, 2011	Intra-team conflict
4. How much emotional conflict is there in your team?	Curseu, 2011	Intra-team conflict

2. Psychological Safety

Statement	Literature	Aspect
1. If I make a mistake, I don't dare to tell anybody (Reversed questioning)	Edmondson, 1999	Dare to make mistakes/ take risks
2. I can take a risk in this team	Edmondson, 1999	Dare to make mistakes/ take risks
3. I can speak-up about anything that is on my mind	Edmondson, 1999	Dare to speak up
4. We talk to each other in an informal way	Workman, 2005	Dare to speak up
5. There is little concern for personal problems (Reversed questioning)	Workman, 2005	Dare to speak up
6. Members of this team are interested in each other as people.	Edmondson, 2003	Dare to speak up
7. In this team, you aren't rejected for being yourself or stating what you think	Edmondson, 2003	Dare to be yourself
8. Members of this team respect each other abilities	Edmondson, 2003	Dare to be yourself

3. Leadership style

Statement	Literature	Aspect
1. Decisions are made by the leader, not by the team (Reversed questioning)	Workman, 2005	Communication & decision-making structure
2. Most information flows go upward (from team to manager)	Workman, 2005	Communication & decision-making structure
3. The managers focuses on team stability	Workman, 2005	Foster team adaptation
4. The leader creates an open environment	Edmondson, 2003	Foster team

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		adaptation
5. The leader creates trust	Edmondson, 2003	Foster team adaptation
6. The leader does not trust the team (Reversed questioning)	Edmondson, 2003	Foster team adaptation
7. The leader makes people feel respected for their particular abilities and contributions	Edmondson, 2003	Foster team adaptation
8. The manager suggests ways to improve my team's performance	Arnold et al., 2000	Foster team adaptation
9. The manager provides help to the team	Arnold et al., 2000	Foster team adaptation
10. The manager tells my team when we perform well	Arnold et al., 2000	Foster team adaptation

4. Team politics

Statement	Literature	Aspect
1. There are a lot of different vertical job levels (power differences)	Workman, 2005	Hierarchical differences
2. Important decisions are made by individuals (team politics)	Workman, 2005	Differences in decision-making
3. Roles are clearly defined (power differences)	Workman, 2005	Hierarchical differences
4. There is little power differences within the team (power differences)	Edmondson, 2003	Hierarchical differences
5. The most powerful people in my team make the decisions (team politics)	Edmondson, 2003	Differences in decision-making
6. There are some people in my team who have more to say in comparison to my other team members	Edmondson, 2003	Differences in decision-making
6. There are no subgroups in my team (team politics)	Edmondson, 2003	Hierarchical differences

5. Procedural Justice

Statement	Literature	Aspect
1. How would you rate the overall fairness with which issues and decisions that come up at work are handled?	Blader & Tyler, 2009	Perception of fairness
2. Overall, how fair would you say decisions and processes are where you work?	Blader & Tyler, 2009	Perception of fairness
3. How often do you feel that decisions are made in fair ways at your job? (please circle your answer)	Blader & Tyler, 2009	Perception of fairness

Statement	Literature	Aspect
4. You have been able to express your views and feelings during the change procedure	Colquitt, 2001	Respondent's opinion taken seriously
5. You had influence over the outcome that led to your current situation (your current work in the Herstelhotel is your current situation)	Colquitt, 2001	Respondent's opinion taken seriously

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6. Those procedures have been applied consistently	Colquitt, 2001	Opinion about procedures
7. Those procedures have been free of bias	Colquitt, 2001	Opinion about procedures
8. Those procedures have been based on accurate and comprehensive information	Colquitt, 2001	Opinion about procedures
9. You had the opportunity to give your opinion about the current situation after the organizational change	Colquitt, 2001	Opinion about procedures
10. The procedures concerning the organizational change upheld ethical and moral standards	Colquitt, 2001	Opinion about procedures

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Appendix 5: Individual questionnaire Dutch

1.	In welk team bent u werkzaam?	☐ Bruuk 1 ☐ Bruuk 2 ☐ Mulderskop 1 ☐ Mulderskop 2 ☐ Kraayendal 1 ☐ Kraayendal 2
2.	Wat is uw leeftijd?	Jaar
3.	Wat is uw geslacht	☐ Man ☐ Vrouw
4.	Wat is uw functie?	☐ Helpende ☐ Verzorgende ☐ Verzorgende + ☐ Verpleegkundige niv. 4 ☐ Verpleegkundige niv. 5 ☐ Anders, nl:.....

1.1 Team mental models

Stelling	Sterk mee eens 5	Mee eens 4	Niet mee eens, niet mee oneens 3	Oneens 2	Sterk mee oneens 1
Binnen mijn team geven we feedback aan elkaar.					
Hoe zou u de communicatie binnen het team categoriseren/ Is er open communicatie binnen uw team (5) of moet u het juiste moment vinden om iets te kunnen zeggen (1)?					
Binnen mijn team praten we over wat wij belangrijk vinden voor ons team.					
Binnen mijn team praten we over wat wij belangrijk vinden voor de organisatie.					
Binnen mijn team hebben we impliciete regels die we volgen, niemand hoeft ons deze regels uit te leggen.					
Als er iets gebeurt, weten we allemaal precies wat we moeten doen.					
Binnen mijn team praten we over situaties die zouden kunnen gebeuren en wat onze strategie dan is in deze situaties.					
Teamleden hebben een directe manier van communiceren naar elkaar.					
Informatie blijft binnen ons team.					

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Nieuwe medewerkers hebben maar kort de tijd nodig om zich thuis te voelen binnen mijn team.					
Er zijn veel geschreven beleidsstukken over hoe we ons moeten gedragen.					

1.2 Intra-team conflict

Vraag	Heel vaak	Vaak	Soms	Zelden	Nooit
Hoe vaak zijn er meningsverschillen als het gaat om de taken die uitgevoerd moeten worden binnen uw team?					
Hoe vaak zijn mensen binnen uw team het niet met elkaar eens over het werk wat gedaan moet worden?					
Hoe vaak zijn er botsingen tussen persoonlijkheden binnen uw team?					
Hoeveel emotionele conflicten zijn er binnen uw team?					

2. Psychological Safety

Stelling	Sterk mee eens	Mee eens	Niet mee eens, niet mee oneens	Oneens	Sterk mee oneens
Als ik een fout maak, durf ik dat niet tegen iemand te zeggen.					
Ik kan een risico nemen binnen dit team.					
Ik kan het zeggen als er iets is wat ik kwijt moet binnen dit team.					
We praten met elkaar op een informele manier.					
Er is weinig aandacht/ruimte voor persoonlijke problemen.					
Leden van mijn team zijn geïnteresseerd in elkaar als persoonlijke leven.					
In mijn team wordt je niet afgewezen omdat je jezelf bent of zegt wat je denkt.					
Mijn teamleden respecteren elkaars mogelijkheden.					

3. Leadership style

Stelling	Sterk mee eens	Mee eens	Niet mee eens, niet mee oneens	Oneens	Sterk mee oneens

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Besluiten worden gemaakt door de manager, niet door het team.					
Meeste informatie gaat opwaarts, dus van het team naar de manager.					
Mijn managers focust zich sterk op team stabiliteit.					
Mijn manager zorgt voor/ creëert een open omgeving binnen het team.					
Mijn manager creëert vertrouwen binnen het team.					
Mijn manager vertrouwt mijn team niet.					
Mijn manager zorgt ervoor dat mensen zich gerespecteerd voelen in hun mogelijkheden en aandeel in het team.					
Mijn manager geeft suggesties om onze teamprestatie te verbeteren.					
Mijn manager helpt het team.					
Mijn manager vertelt ons dat het team goed presteert.					

4. Team politics

Stelling	Sterk mee eens	Mee eens	Niet mee eens, niet mee oneens	Oneens	Sterk mee oneens
Er is veel verschil in verticale functieniveaus (verschil in verantwoordelijkheid en zeggenschap tussen de functies).					
Belangrijke besluiten worden maar door een paar individuen gemaakt.					
Rollen binnen het team zijn duidelijk en helder verwoord en vastgelegd.					
Binnen mijn team hebben alle leden ongeveer dezelfde inbreng en zeggenschap.					
Er zijn maar een paar mensen binnen mijn team die de besluiten nemen.					
Er zijn een paar mensen binnen mijn team die meer te zeggen hebben dan anderen.					
Er zijn geen subgroepjes binnen mijn team.					

5. Procedural justice

Stelling	Heel eerlijk	Eerlijk	Neutraal	Niet eerlijk	Helemaal niet eerlijk
Hoe zou u de eerlijkheid beoordelen als u kijkt naar de eerlijkheid waarop zaken en besluiten binnen de organisatie worden verwerkt?					

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Over het algemeen, hoe eerlijk vind u de besluitvorming en processen als het om uw werk gaat?					
Hoe vaak heeft u het gevoel dat besluiten op een eerlijke manier genomen zijn? Graag omcirkelen wat van toepassing is	Heel vaak	vaak	soms	zelden	Nooit

Stelling Dit zijn vragen die betrekking hebben op de organisatieverandering van de oude situatie naar het Herstelhotel.	Sterk mee eens	Mee eens	Niet mee eens, niet mee oneens	Oneens	Sterk mee oneens
U was in staat om uw visie en gevoelens te uiten tijdens het veranderingsproces.					
U had invloed op de procedures die tot de huidige situatie geleid hebben? (uw huidige werk in het herstelhotel is de huidige situatie)					
De procedures rondom de organisatieverandering waren consistent en overal hetzelfde.					
De procedures rondom de organisatieverandering waren onbevooroordeeld.					
De procedures rondom de organisatieverandering waren gebaseerd op juiste en volledige informatie.					
U heeft de mogelijkheid gehad om uw mening te geven over de huidige situatie toen de organisatieverandering voorbij was.					
De procedure rondom de organisatieverandering waren ethisch en voldeden aan de morele standaarden.					

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Appendix 6: Individual semi-structured interview topic list

Introduction of research

- This is a research about the different factors influencing the adaption to organizational change.
- Your records will be anonymous and the interview will only be recorded for me to make it possible to transcribe the interview and listen to you during the interview.
- Do you have any questions upfront? You are always welcome to interrupt or quit this interview at any time. I expect this interview to take 45 minutes of your time.
- Thank you for your help in advance.

General questions

Age	
Sex	
Name	
Function	
Team	
How long are you working within ZZG?	
How many hours do you work in a week?	

Organizational change

Topic	Dimension	Indicators	Author(s)
Adaptation to organizational change	Organizational change	- View on organization change according to employee “Can you tell me how the client-oriented approach got started at the Herstelhotel and how it is going?”	Kunda, 2009 Sandberg & Targama, 2007 Edmondson, 2003
Team factors	Mental models	- expectations - self-assessment - team performance - Communication	Burke et al., 2006 Adriopoulos & Dawson, 2009 Kunda, 2009 Edmondson, 2003; Edmondson, 1991; Edmondson et al., 2001
	Intra-team conflict	- situations - communication about conflict - amount of instances	Kunda, 2009 Sandberg & Targama 2007 Curseu, 2011 Thomson, 2004
	Psychological safety	- Dare to take risks - Mistakes made - Dare to speak-up	Burke et al., 2006 Edmondson 2003; 1991 Edmondson et al., 2001
	Management style	Coaching leadership behavior: - Relationship with leader - Opinion leader about change communicated with team - Leader creating trust / open	Tushman & O'Reilly, 1997; Bouckenooghe, 2012; Parent et al. 2012; Sandberg & Targama,

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		environment? - Leader's communication toward the team.	2007 Edmondson 2003; 1991. Burke et al., 2006
	Team politics	Power plays - strong / weak players - subgroups - political games concerning decisions	O'Leary, 1992 Kunda, 2009 Sandberg & Targama 2007
		Power differences - power distribution among functions - leader's attitude towards power differences	Edmondson, 2003.
	Procedural Justice	- Ability to express vision and feelings - Influence on procedures - Procedures were consistent - Procedures were objective, correct and comprehensive - Ability to express opinion - Ethical - Honesty of the process	

Appendix 7: Observation monitoring forms

Adaptation to organizational change Maximum amount of points: 75	Always (5 points)	Most of the time (4 points)	Sometimes (3 points)	Rarely (2 points)	Never (1 point)
1. All employees wear company outfits.					
2. Employees don't have any piercings / jewelry in sight.					
3. Employees wear their badge with their name and function.					
4. Employees introduce themselves.					
5. Employees close the door when they are providing care to a client.					
6. Employees answer the client/family's questions in a friendly way or make sure that they receive an answer to their question.					
7. Employees clean up their mess					
8. When problems occur, employees try to find the solutions.					
9. Employees address every client / family with sir/madam.					
10. Employees don't speak about their colleagues and/or the company in a negative way					
11. Employees always knock on the door of every suite and do not enter before they have permission from the client/family.					
12. Employees don't speak about the treatments, care of privacy sensitive information of a client in public spaces (such as restaurant, corridor, lounge).					
13. Employees walk in a calm pace through the corridors of het Herstelhotel.					
14. Employees are positive and cheerful at work.					
15. Employees answer the telephone within 2 minutes.					

Appendix 8: Coding scheme

Independent Variable	Category	Code
Team mental models	Team feedback	Feedback
		Feedback ontvangen
	Team communication style	Team communication
	Team culture	Team composition
		Team culture
		Team vision
	Team mental models	Team mental models
		Type of work
		Self-steering
Intra-team conflict		Team conflict
Psychological safety: dare to speak up	Psychological safety	
Psychological safety: dare to be yourself		
Leadership style	communication & decision-making structure	Coaching leadership
	foster team adaptation	Team coach
Team politics	Hierarchical differences	Hierarchy
		Subgroups
	Decision-making structure	Team politics
Procedural justice	Preparation	
	Procedural justice	
	Start herstelhotel	
Current adaptation	Current client-oriented working	
	Current hospitality	
Other causes to team adaptation	Herstelhotel general	
	Other causes adaptation	
	Preconditions	