



## **The demand side of multiple team membership**

An empirical study about the relationship between the number of switches and  
job stress moderated by time urgency

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## Abstract

In modern organizations, employees are often part of multiple teams (Wageman, Gardner, & Mortensen, 2012). According to Pluut, Flestea, & Curseu (2014), this multiple team context could be a resource or a demand for employees. The aim of this research was to contribute to the demand side of multiple team membership. This to give more insight in the negative side of multiple team membership. The Job Demands-Resources (JD-R) model of Bakker, Demerouti, Nachreiner and Schaufeli (2001) is used as an overall framework since the number of switches could be seen as a job demand which lead to job stress. This research examines the relationship between the number of switches and job stress (H1) and how this relationship is moderated by time urgency (H2). For this research a quantitative study is used. The data for this study is collected jointly with other members of the master thesis circle. The results show a significant negative effect between the number of switches and job stress which is not in line with the first hypothesis. The moderating relationship of time urgency wasn't significant.

**Keywords:** *Multiple team membership, Job stress, Switching between teams, Time urgency, moderation.*

## Preface

This thesis was the final part of the master Organization Studies at Tilburg University. Multiple team membership, which is the main topic in this research, is a concept which is occurring more often in the work environment. As a student of the master Organization Studies I saw the advantages and disadvantages from working in multiple teams at a time. During my master, I had to work on different teams which broadens my knowledge, but I also found it hard to get an overview of all the tasks that need to be accomplished. Therefore, I found the topic of multiple teams interesting and wanted to expand the literature about this concept.

Several people helped me through the process of writing this thesis and I would like to thank them for their support. First of all, I would like to thank my supervisor Ms. Meslec for her support, guidance and clear feedback. Secondly, I would like to thank Dr. Leenders and Mr. van Baest for their feedback during the defense of the individual research proposal. Their feedback gave me guidance and let me think about the relationships between the variables in this research. Furthermore, I would like to thank all the members of my master thesis circle for their support and constructive feedback. I could count on them when I needed help, and the discussions we had let to a better understanding of the topic. Finally, I would like to thank my family and friends who supported me during this process.

Tahnee Kouters

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# 1. Introduction

## 1.1 Research problem

The last decades stress is emerging as an increasing problem in organizations (e.g. Bashir & Ramay, 2010; Schuler, 1980). Beehr (2014) defined job stress as poor psychological or physical health due to work characteristics. He based this definition on the stressor and strain approach. The stressors refer to the work characteristics that increase job stress. Strain refers to the psychological or physical response to this job stress (Hurrell, Nelson, & Simmons, 1998). The negative impact of these stressors on the psychological and physical health could turn into a high absenteeism and turnover of employees which in turn relates to an increase in annual costs for the organization (Cooper & Dewe, 2008; Murphy & Cooper, 2003).

Since job stress has several negative consequences, it is important for organizations to identify the stressors in order to reduce annual costs. This research looked at stressors in a multiple team context, since employees are nowadays more often part of multiple teams (Wageman et al., 2012). Switching between teams is one of these stressors, because when employees switch between the multiple teams, they need to shift their attention and allocate their time between these teams (O’leary, Mortensen, & Woolley, 2011). They need to stop working on the current task and start working on the next one (Leroy, 2009). The current task is interrupted and employees need to enter a new team context if they start working on the other task (Kirsh, 2000). The context of the other team could be different in terms of technologies, roles, locations, tasks, and routines (Schultz, 1991). When employees switch, they need to adapt to these new team contexts and need to shift their attention to the first team’s task. According to Kirsh (2000), this requires a lot of cognitive effort which negatively affect the psychological state of an employee (Wenzlaff & Luxton, 2003; Wenzlaff & Wegner, 2000).

When employees switch between teams, they need to work on another task of another team. When the first task isn’t completed, it is hard for an employee to end his or her cognitions about that task (Johnson, Chang & Lord, 2006; Marsh, Hicks & Bink, 1998). This means that they are still thinking about the unattained goals of the first team (Martin & Tesser, 1996). These thoughts are called ruminations. Ruminations refer to the thoughts that are repetitive, intrusive, and aversive (McIntosh & Martin, 1992).

Thus, switching between teams requires a lot of cognitive effort which could lead to cognitive overload (Kirsh, 2000). The employee becomes mentally exhausted and in this state the ruminations create anxiety and depression symptoms (Nolen-Hoeksema, 2000). It could be stated that the psychological state of the employee is weakened and the stressors and strain

approach implies that in this state the employee would experience job stress (Beehr, 2014; Wenzlaff & Luxton, 2003; Wenzlaff & Wegner, 2000).

Thus, job stress increases if employees switch more between the multiple teams. This relationship is influenced by several individual differences, since every employee is unique and deals in different ways with stressors (Brockner, 1988; Hurrell et al., 1998). Time urgency is one of the individual differences that affect the relationship between the number of switches and job stress. It is defined as an individual difference which includes performing different tasks at the same time, overall attention to time, being impatient, being punctual, scheduling tasks, and controlling deadlines (Landy, Rastegary, Thayer & Colvin, 1991). These individuals also want to complete their tasks within a given time (Price, 1982).

In a MTM environment, employees need to work on multiple teams at multiple tasks simultaneously. In this setting, they can't chronically finish the task of one team and then start the task of the next team. This creates ruminations (Martin & Tesser, 1996; McIntosh & Martin, 1992). As mentioned before, ruminations have a negative effect on the psychological state of an employee. High time urgent employees are more focusing on schedules and deadlines (Waller, Conte, Gibson & Carpenter, 2001). They will think more about the unattained goals and they are afraid that they can't meet the demands before the deadline. This will create more ruminations among high time urgent employees which in turn creates more anxiety and depression symptoms. The psychological state of high time urgent employee decreases and becomes worse than for low time urgent employees. Thus, time urgency will positively moderate the relationship between the number of switches and job stress. Therefore the research question will be:

*'To what extent does the number of switches between teams affect job stress and to what extent is this relationship moderated by the time urgency of an individual?'*

## **1.2 Scientific relevance**

This research contributes to the Job Demands-Resources (JD-R) model (Bakker et al., 2001). The JD-R model consists of job demands and job resources. Job demands are aspects of a job which are linked to psychological and physical costs. The job resources are aspects that are functional for the job and decrease the costs which are associated with job demands (Bakker & Demerouti, 2004). This research focused on the job demands since research shows that job stress has a negative impact on an employee his or her psychological and physical health (Beehr, 2014).

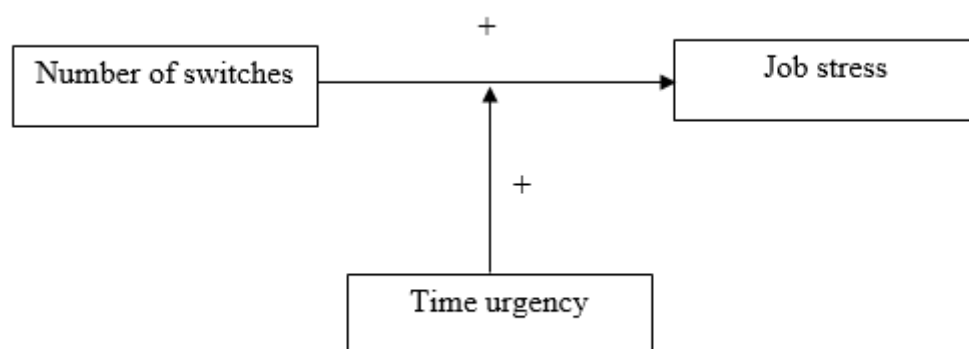
Many studies researched the relation between Type A behavior and stress related diseases (Rosenman & Chesney, 1980). Researchers suggest to study the various components of the Type A behavior separately in order to understand the predictive qualities of the different components (Edwards & Baglioni, 1991; Spence, Helmreich & Pred, 1987). Therefore, it is important to study the specific time urgent concept, which is part of the Type A behavior, and how it affect the relationship between the number of switches and job stress. Besides, this topic isn't researched in context of MTM and therefore contributes to this concept.

### 1.3 Practical relevance

Job stress could have a negative impact on the psychological and physical health of an individual (Beehr, 2014; Cooper & Dewe, 2008). It increase the probability of heart diseases among employees (Bowen, Edwards, Lingard & Cattell, 2014) and to organizational problems such as a decrease in employee satisfaction and productivity (Cooper & Dewe, 2008). Job stress also relates to a high absenteeism and turnover which in turn relates to an increase in annual costs for the organization (Cooper & Dewe, 2008; Murphy & Cooper, 2003). To prevent stress and to decrease the annual costs of the organization, it is important to get insight in the antecedents of job stress. Besides this research focused on the antecedent, the number of switches, it also gives insights how individual differences, and especially time urgency, affect the relationship between the antecedent and job stress.

### 1.4 Conceptual model

Based on the research question, the conceptual model is developed. This model implies that when the number of switches increase, an employee would experience more job stress. This relationship is positively moderated by the time urgency of an individual.



## 2. Theory

### 2.1 Job Stress

Thus far, a general definition of stress is lacking (e.g. Beehr, 2014; Schuler, 1980). For decades, researchers use many different approaches and formulations of the stress term (Ramírez & Hernández, 2007). Partly because the focus of stress changed over time. In early stress literature, stress was seen as something that occurred in the environment (Michie, 2002). Later, stress was more focused on the person instead of the environment. Nowadays, stress is identified as an interaction between the person and the environment (Sandín, 1999). This interaction has been formalized in the person-environment (P-E) theory of stress (Caplan & Harrison, 1993; Edwards, Caplan & Harrison, 1998). This theory states that stress could only arise when there is a misfit between the person and the environment (Edwards et al., 1998). In the work context, it means that job stress could occur when there is a misfit between the job demands and the employee attitudes and abilities on the one hand, and his or her work environment on the other hand (Edwards et al., 1998).

Complementary to the P-E theory, is the stressor and strain approach. This approach is based on the idea that job stress occurs when work characteristics contribute to poor psychological or physical health (Beehr, 2014). The stressors refer to work characteristics, events or situations that increase stress related to the job. Strain refers to the psychological or physical response to this job stress (Hurrell et al., 1998). This approach indicate that employees could have a different response to the same stressors. According to the Job Demand-Control (JDC) model from Karasek (1979) the demands or the stressors can be moderated by job control. Johnson and Hall (1988) added social support to the JDC model and created the Job Demand-Control-Support (JDCS) model. These models are from 1979 and 1988, but are still influential in the research on the relation between job demands and job strain (Häusser, Mojzisch, Niesel & Schulz-Hardt, 2010; Van der Doef & Maes, 1999).

The JDC model consists of two dimensions, namely, job demands and job control. The first dimension, job demands, relates to the stressors, such as workload and time pressure (Van der Doef & Maes, 1999). The second dimension, job control, is the extent to which an employee has the capability to control their tasks at work. Job control is divided into two categories: skill discretion and decision authority. Skill discretion refers to the opportunity for an employee to use his or her job skills in the work environment. Decision authority is the extent to which an



employee can decide autonomous about his or her work-related tasks (Häusser et al., 2010). Thus, when an employee has many stressors or demands on the one hand, and a low job control on the other, it is likely that this employee experience job stress.

As mentioned earlier, Johnson and Hall (1988) added social support as a third dimension to the JDC model. They state that high demands, in combination with low control and low social support will lead to job stress. Social support refers to the support employees get from their coworkers and manager (Häusser et al., 2010).

## **2.2 Switching between teams**

Work environments become more complex and the employees' work environment has changed as well as the employees' preferences towards greater task variety and a more challenging work environment (Lindbeck & Snower, 2000). Spink, Cole and Waller (2008) conclude that, in reaction to this change, employees are creating and accepting more multitasking situations in their work environment. This conclusion indicates that employees have control over their own switches (O'leary et al., 2011). Spink et al. (2008) defined multitasking as the human ability to cope with the competing demands from multiple tasks. This definition includes that multitasking is the ability to cope with more tasks at the same time, but it also includes the ability to switch from one task to another.

In this complex environment, employees are often part of multiple teams a time (Wageman et al., 2012). This fits the conclusion of Spink et al. (2008) that employees are accepting more multitasking situations at work. Research suggests that employees switch between teams, because they think it helps them to efficiently manage their time across the teams (Britton & Tesser, 1991; Buser & Peter, 2012). They also switch because they lose focus on their current task (Chinchanchokchai, Duff & Sar, 2015; Zakay, 1989).

When employees are part of multiple teams, they are working in multiple team contexts. The context of a team includes its technologies, roles, locations, tasks, and routines (Schultz, 1991). For employees this means that they need to shift their attention and allocate their time between these contexts (O'leary et al, 2011). They must frequently stop working on the task of the first team and continue working on a task of the second team (Leroy, 2009). When employees need to switch to another team, they need to reduce or eliminate the cognitions about the task of the first team to fully focus on the task of the next one. Research shows that when a task is unfinished, it is hard for an employee to end his or her cognitions about that task and to move on to another task (e.g. Johnson et al., 2006; Marsh et al., 1998). They are not fully focused on the second task and are thinking about the uncompleted task (Leroy, 2009). When

they complete the first task, their cognitions about this task will end, because they will attain their goal and fulfil the demands of the job (Martin & Tesser, 1996; Rothermund, 2003).

In real MTM settings, employees can't chronically finish the task of one team and then start the task of the next team. They need to work on multiple teams at multiple tasks simultaneously. This means that they have to think about multiple deadlines and goals at the same time (Kanfer & Ackerman, 1989). In this context, they are at the same time thinking about their current task and their unattained goals and tasks. The thoughts about unattained goals are occurring without a purpose for the current task (Martin & Tesser, 1996). These thoughts are called ruminations. Ruminations refer to the thoughts that are repetitive, intrusive, and aversive (McIntosh & Martin, 1992).

### **2.3 Time urgency**

Research about time urgency suggests that individuals differ in their experience of time and their response to the passage of time (Conte, Landy, & Mathieu, 1995; Rastegary & Landy, 1993). Employees who are time urgent are focusing on deadlines (Strube, Deichmann & Kickman, 1989; Waller et al., 2001). They are also frequently concerned about the passage of time (Waller et al., 2001). Landy et al. (1991) defined time urgency as an individual difference with multiple dimensions. These dimensions include performing different tasks at the same time, overall attention to time, being impatient, being punctual, scheduling tasks, and controlling deadlines.

Several studies state that time urgency is linked to the Type A behavior (e.g. Cole, Kawachi, Liu, Gaziano, Manson, Buring & Hennekens, 2001; Conte et al., 1995; Landy et al., 1991). Waller et al. (2001) even state that time urgency is the core component of the Type A behavior. Edwards and Baglioni (1991) defined Type A behavior as a set of behaviors which include impatience, time urgency, competitiveness, hostility, aggressiveness and achievement striving.

### **2.4 Relationship between the number of switches and job stress**

In MTM settings, employees need to switch between multiple teams. Switching between teams implies that employees stop working on their current task and switch to the next task of another team (Leroy, 2009). Kirsh (2000) state that the current task of the first team is interrupted and they need to enter the context of the second team. The context of the second team could be different in terms of technologies, roles, locations, tasks, and routines (Schultz, 1991). Thus, when employees switch, they need to exit the context of the first team and enter the context of

the other. When employees enter a context of a team they previously worked on, they need to recover its previous task's state (Kirsh, 2000). They need to shift their attention from the previous task and need to refocus on the team goals and context. Getting ready for another task in another team context takes time, and research shows that employees make more mistakes immediately after a switch (Monsell, 2003). They make more mistakes since employees need to refocus and invoke their memory (Kirsh, 2000; Monsell, 2003). Therefore, Kirsh (2000) state that switching requires a lot of cognitive effort from an employee.

When employees switch to another team, they need to work on another task. When the first task isn't accomplished, it is hard for employees to end his or her cognitions about that task, and to move on to the next one (Johnson et al., 2006; Marsh et al., 1998). When they are working on the second task, they have recurrent thoughts about the unattained goals (Martin & Tesser, 1996). These recurrent thoughts or ruminations, could negatively affect the psychological state of an employee, especially when cognitive resources are depleted (Wenzlaff & Luxton, 2003; Wenzlaff & Wegner, 2000).

Thus, switching between teams requires a lot of cognitive effort, which could lead to a cognitive overload (Kirsh, 2000). The employee is mentally exhausted and in this state ruminations creates anxiety and depression symptoms (Nolen-Hoeksema, 2000). The psychological state of an employee is weakened and according to the stressors and strain approach the employee would experience job stress (Beehr, 2014; Wenzlaff & Luxton, 2003; Wenzlaff & Wegner, 2000). Therefore hypothesis one will be as followed:

*H1: The number of switches positively relates to job stress*

## **2.5 Moderating effect of time urgency**

The number of switches is a stressor which negatively relates to job stress. In the JD-R model it is seen as a job demand. The relationship between job demands and job stress can be moderated by individual differences (Bakker & Demerouti, 2007; Collins, 2008). The individual differences express themselves in how employees appraise stressors (Brockner, 1988; Hurrell et al., 1998). Time urgency, is such an individual difference which has an influence on the relationship between the number of switches and job stress. Time urgent individuals are focusing on scheduling tasks and controlling deadlines (McGrath, 1976; Menon, Narayanan & Spector, 2013). They also want to complete their tasks within a given time (Price, 1982).

When employees need to switch between the multiple teams, they need to switch between multiple team contexts, which requires a lot of cognitive effort (Kirsh, 2000; Schultz, 1991). When they switch to another team, they need to work on another task. When the first task isn't completed, it is hard for this employee to end his or her cognitions about this task (Johnson et al., 2006; Marsh et al., 1998). They will experience ruminations which negatively affect the psychological state of the employee (Nolen-Hoeksema, 2000)

High time urgent individuals are more focusing on schedules and deadlines (McGrath, 1976; Menon et al, 2013). They are concerned that they don't complete their tasks before the deadline (Waller et al., 2001). They think more about the unattained goals and how to complete them before the deadline. Therefore, they would experience more ruminations which in turn creates more anxiety and depression symptoms (Nolen-Hoeksema, 2000). The psychological state of high time urgent employee decreases and becomes worse than for low time urgent employees. Thus, time urgency will positively moderates the relationship between the number of switches and job stress. Therefore, hypothesis two will be as followed:

*H2: Time urgency positively moderates the relationship between the number of switches and job stress*

### **3. Methodology**

#### **3.1 Research design**

This research used a deductive approach, because the hypothesis are derived from existing theory. To test the hypothesis and to answer the research question, quantitative data was collected with the use of questionnaires. These questionnaires are filled in by individual employees from different organizations. Thus, the unit of observation is the individual. Also the unit of analysis is the individual. The design is cross-sectional, because the variables of this research are measured once within a specific point in time. This design also fits this research, because of time limitations. Thus, a longitudinal design would not fit this research and wasn't possible because this research had to be conducted within a given time frame.

#### **3.2 Data collection and sample strategy**

The data was received from questionnaires. The data was collected jointly and therefore the questionnaire included the variables of three members of the MTM thesis circle. The variables of this research were included in this questionnaire, namely, job stress, switching between teams and time urgency. All the variables were measured by existing scales. Since the original scales were in English and the data was conducted in organizations in the Netherlands, these scales were translated into Dutch. The employees who filled in the questionnaire had to be knowledge workers, because it is expected that they are more often part of multiple teams (O'Leary et al., 2011). Mládková (2012) defined knowledge workers as employees whose main working tool and quality is knowledge. They differentiate themselves from non-knowledge workers with the ability to develop and use knowledge to improve their work (Mládková, 2012).

Since this research is on the individual level, only one member of a team was approached to fill in the questionnaire. Respondents who are part of the same team were avoided. However, it could not be guaranteed that there would not be any overlap in teams. The questionnaires were distributed to several employees which in case distributed the questionnaire among colleagues. The questionnaires which were distributed by the employees, were not send directly. It could be that these employees didn't inform their colleagues about the restriction that only one member of a team should fill in the questionnaire.

To get as much respondents for the questionnaire and because of time limitations, convenience sampling is used. In total 123 individuals filled in the questionnaire. These individuals are working in different organizations who operate in various sectors, for example financial services, health and social services and education and training.

### **3.3 Measurements**

#### **3.3.1 Perceived job stress**

Perceived job stress was measured by the Perceived Stress Scale (PSS) from Cohen, Kamarck and Mermelstein (1983). The original PSS consists of 14 items and measures the degree of stress which is perceived by an individual in his or her life. For this research the original questions were modified to a work setting. This to measure the perceived job stress. The modified indicators now measures the number of stressors at work and the impact of these stressors. The items were measured with a 5-point Likert scale ranging from never to always. The exact indicators can be found in the operationalization table which is shown in appendix 1.

#### **3.3.2 Switching between teams**

Switching between teams was measured with two questions. The first question was about the amount of times an employee's work requires him or her to switch between the multiple teams. The employee could answer that he or she switches per day, week, month or year or that he or she doesn't switch at all. The employees who doesn't switch were excluded from further analysis.

The second question included the number of switches. For answering this question the employee could choose between six categories. The first answer category state that the employee switches once, the last one states that the employee switches ten times or more. The first category got a score of one and the last category got a score of ten. The categories two to five all had a variance of one. Therefore, the average of switches of this category is taken as a score. Thus, for the second category, which state that the employee switches two to three times, this means that the final score is 2.5. The exact categories and scores can be found in the operationalization table which is shown in appendix 1.

To compare the four categories from the first question, the number of switches per day, week and month were transformed to the number of switches per year. The score of the switches per day needed to be multiplied by 260. This number is the outcome of five working days multiplied by 52 weeks. This research chose a week of 5 working days, because the respondents work approximately 38 hours a week which indicate that most of the respondents have a full-time job. The score of the switches per week needed to be multiplied by 52 and the score of the switches per month needed to be multiplied by 12. Obviously, the score of the switches per year hasn't been multiplied, because this score didn't have to be transformed. For the

number of switches per year, the score of the second category is taken as a final score.

Transforming the switches per day, week and month to switches per year will lead to an overall score for the switching variable.

### 3.3.3 Time urgency

Time urgency is normally measured by instruments which measure Type A behavior (Edwards, Baglioni & Cooper, 1990). Edwards et al. (1990) researched these instruments and concluded that these scales tapped different underlying constructs, include measurement errors and didn't reveal the multidimensional nature of the time urgency construct. Landy et al. (1991) elaborated on the insights of Edwards et al. (1990) and developed scale to measure the multidimensional construct of time urgency. This multidimensional construct includes time awareness, eating behavior, scheduling, nervous energy, list making, speech patterns and controlling deadlines Landy et al. (1991). The operationalization matrix in appendix 1 include these dimensions. Landy et al. (1991) didn't define indicators related to these dimension. Therefore, the examples of Spielberger and Sarason (2013) are used as indicators. The items were measured by a 5-point Likert scale ranging from strongly disagree to strongly agree. The exact indicators can be found in the operationalization table in appendix 1.

## 3.4 Data analysis

The quantitative data was gathered with the use of questionnaires. Most of the individuals filled in the online questionnaire on 'Qualtrics'. Others filled in the paper version. All the data was combined and was analyzed by using the statistical tool SPSS. Then all the reversed variables were recoded. Before analyzing, the data has been checked for errors, outliers, normal distribution of scores and multicollinearity. Thereafter a factor analysis was conducted for the time urgency scale of Landy et al. (1991). The reliability of the time urgency scale and the PSS is tested by using the Cronbach's alpha. To test the hypotheses the Process model of Preacher and Hayes (2013) is used.

## 3.5 Research quality indicators

### 3.5.1 Reliability

To check the reliability of the PSS and the time urgency scale the Cronbach's alpha is measured. After deleting several items, the Cronbach's alpha was for both scales above .700. Thus, both scales could be considered as reliable. The exact Cronbach's alpha can be found in the results.

### 3.5.2 Validity

#### *Construct validity*

Both job stress and time urgency are measured with existing scales. The PSS is a widely used scale which is used in many stress related research. Time urgency isn't studied as much as stress and not many researchers focused on the multidimensional construct of time urgency. A scale which is validated and measures the multidimensional construct of time urgency was the scale of Landy et al. (1991). This scale didn't include indicators. Therefore, the examples of Spielberger and Sarason (2013) are used as indicators. To check if these indicators measure the same time urgency construct, a factor analysis is performed. The PSS is a widely used, validated and well-constructed scale and therefore a factor analysis isn't needed. The construct validity is also ensured by using hypotheses which were derived from theory.

#### *Internal validity*

The original PSS and time urgency scale were in English and needed to be translated into Dutch. The translated questions were checked by other members of the MTM circle to make sure there were no mistakes.

#### *External validity*

The sample consisted of a large variety of gender and age. It also included organizations which operate in different sectors. This variety of the sample has a positive influence on the external validity and generalizability of this research.

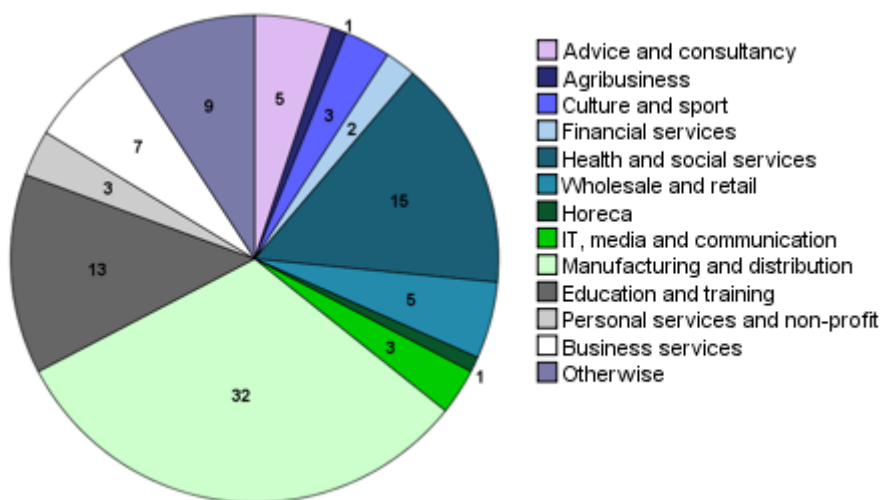


## 4. Results

### 4.1 Preliminary analysis and descriptive statistics

The quantitative data is gathered with the use of questionnaires. Most of the individuals filled in the online questionnaire. The others filled in the paper version. This resulted in 123 respondents. Two respondents who filled in the paper version didn't fill in the question about switching and 23 respondents answered that they don't switch between the teams. These cases were removed from the dataset, because when a respondent doesn't switch, he or she isn't actively working in multiple teams at the same time. This respondent doesn't fit the MTM context of this research. After removing these cases, the dataset consisted of 98 respondents. From this dataset 55% are male and 45% are female. The average age is 40, ranging from 20 to 64 years old. These respondents are simultaneously part of 3.8 teams, ranging from 2 to 10 teams. They are also working in various sectors. The percentage per sector is shown in figure 1.

*Figure 1: Distribution of sectors in percentages*



After deleting the cases, the data was checked for errors and outliers. The errors which were made, were changed and corrected when needed. Then the data was checked for outliers. The outliers are visualized with boxplots. The boxplots in appendix 2 indicate that the job stress variable had three outliers, the time urgency variable had two outliers and the switching variable had one outlier. Since, these outliers didn't had a major influence on the normal distribution of score and to not decrease the sample size, these outliers weren't removed from the dataset.

The switching variable consisted of two questions. First the respondents had to answer if they switch per day, week, month or year. Then they had to choose an answer category which indicate how many times they switched. Table 1 shows the descriptive statistics for the switches per day, week, month and year.

*Table 1: Descriptive statistics switching between teams*

	<i>N</i>	<i>Min.</i>	<i>Max.</i>	<i>Mean</i>	<i>Std. dev.</i>
Switches per day	56	1	6	2.48	.991
Switches per week	28	1	4	2.21	.738
Switches per month	11	2	4	2.64	.809
Switches per year	3	1	2	1.67	.577

These four answer categories had to be combined to get one score for the switching variable. As mentioned before, the switches per day, week and month were transformed to the number of switches per year. The second question included the number of switches. The number of switches per day were multiplied by 260, the number of switches per week were multiplied by 52, and the number of switches per month were multiplied by 12. The score of the switches per year hasn't been multiplied, because this score didn't have to be transformed. For the number of switches per year, the score of the second category is taken as a final score.

Transforming the switches per day, week and month to switches per year will lead to an overall score for the switching variable. The descriptive statistics for the switching score is shown below in table 2. This table also includes the descriptive statistics for the other variables.

*Table 2: Descriptive statistics and bivariate correlation matrix for study variables*

	<i>N</i>	<i>Min.</i>	<i>Max.</i>	<i>Mean</i>	<i>Std. dev.</i>	<i>1</i>	<i>2</i>	<i>3</i>
1. Job stress	98	1.36	3.64	2.35	.380	1		
2. Switching between teams	98	1	2600	572.37	541.37	-.234*	1	
3. Time urgency	98	1.71	4.57	3.16	.580	.116	.001	1

\* Correlation is significant at the 0.05 level (2-tailed)

Job stress was measured with a 5-point Likert scale. Table 2 shows that the mean of this variable is 2.35, with a minimum of 1.36 and a maximum of 3.64. The mean of the switching variable is 572.37, with a minimum of one and a maximum of 2600. Time urgency was also measured

with a 5-point Likert scale and the table shows that the mean of this variable is 3.16. The minimum score is 1.71 and the maximum score is 4.57.

The histograms which show the normal distribution of scores are added in appendix 3. The histograms of job stress and time urgency show a normal distribution of scores. Also the switching per day and week show a normal curve. The amount of switches per month and per year aren't normally distributed, but this makes sense since only eleven respondents filled in that they switch per month and only three respondents filled in that they switch per year. Transforming the switches per day, week and month to the number of switches per year caused a more spread distribution of scores. Therefore, this variable doesn't show a normal curve.

Before executing the reliability analysis, a factor analysis for the time urgency scale of Landy et al. (1991) is performed. The scale of Landy et al. (1991) only included the dimensions of time urgency. The examples from Spielberger and Sarason (2013) are used as indicators. To check if these indicators measure the multidimensional construct of time urgency a factor analysis is performed. The results of the factor analysis indicate that the time urgency scale measures three different factors. Items four and six are related to the first factor. The second factor includes items five and seven. The last factor is explained by indicator one, two and three. The extensive findings of the factor analysis can be found in appendix 4.

Then a reliability analysis was executed for the PSS and the time urgency scale. The reliability is measured by the Cronbach's alpha. The PSS gave a Cronbach's alpha of .750. If item four is deleted it could be increased to .764. Since the PSS is a widely used validated scale to measure stress, this item isn't deleted. Besides the Cronbach's alpha is already above .7 which indicates that the scale is reliable.

The time urgency scale gave a Cronbach's alpha of .517. When item two was deleted, the Cronbach's alpha became .529. Thereafter, item one was deleted and the Cronbach's alpha became .554. At least item three was deleted, which increased the Cronbach's alpha to .564, which is still below .700. Deleting another item, wouldn't increase the Cronbach's Alpha. Therefore, the time urgency scale isn't reliable according to the COTAN guideline.

Also a reliability analysis is done for the three different factors from the factor analysis. The first factor, which includes item four and six, gave a Cronbach's alpha of .709. The second factor, which includes item five and seven, gave a Cronbach's alpha of .508. Indicator one, two and three represent factor three. This factor gave the lowest Cronbach's alpha of .222. Thus, with just two items the Cronbach's alpha is .709 and with four items the Cronbach's alpha is .564. For the hypotheses testing the time urgency scale with the two items is used, because this is the only reliable scale.

Before the data could be analyzed, multicollinearity among the independent variable, switching between teams, and the moderator, time urgency, need to be absent. Therefore it is needed to check the tolerance levels and the VIF. The tolerance of these variables is .998 and the VIF is 1.002. Warner (2013) state that multicollinearity is absent if the tolerance is lower than .1 and the VIF is lower than 10. Thus, these results show that multicollinearity among the independent variable and the moderator is absent.

## 4.2 Hypotheses testing

This research included two hypotheses. The first hypothesis is about the direct effect between the number of switches and job stress. The second hypothesis is about the moderating effect of time urgency on the relationship between the number of switches and job stress. These hypotheses are tested with model 1 of the Process macro developed by Hayes (2013).

The first hypothesis states that when employees switch more between the multiple teams, the levels of job stress would increase. When time urgency is constant, the results show a significant negative effect of switching between teams on job stress ( $B = -.234$ ,  $p = .022$ ). This is not in line with the first hypothesis and therefore the first hypothesis is not supported.

The second hypothesis states that time urgency positively moderates the relationship between the number of switches and job stress. The results show that there is no significant moderation effect ( $B = -.016$ ,  $p = 0.879$ ). Thus, the second hypothesis is also not supported.

The Process macro also shows the effect of switching between teams on job stress for low and high levels of time urgency. When the level of time urgency is low, the negative effect between the number of switches and job stress becomes insignificant ( $B = -.218$ ,  $p = .162$ ). Also with high levels of time urgency this relationship is insignificant ( $B = -.250$ ,  $p = .076$ ). This also indicates that there is no moderating effect of time urgency. The results of hypothesis one and two are shown in table 3.

*Table 3: Process Macro output hypothesis one and two*

	<i>B</i>	<i>SE</i>	<i>T</i>	<i>P</i>
<i>Number of switches</i>	-.234*	.100	-2.338	.022
<i>Number of switches*Time urgency</i>	-.016	.108	-.152	.879

\* Correlation is significant at the 0.05 level (2-tailed)

Dependent variable: Job stress

## 5. Discussion

This research focused on the relationship between the number of switches and job stress and how this relationship is moderated by the time urgency of an individual. Although none of the two hypothesis were supported, this research does extent the existing literature about MTM. In particular, the demand side of MTM. A side that hasn't got much attention from researchers yet (Pluut et al., 2014). Furthermore, this research contributes to the JD-R model of Bakker et al. (2001). Hereby, the MTM variable, switching between teams, is seen as a job demand.

This chapter will start with the main contributions of this research. The contributions will be discussed per hypothesis. Thereafter, the limitations of this research and suggestions for future research will be discussed.

### 5.1 Relationship between the number of switches and job stress

Hypothesis one states that switching between teams has a positive direct effect on job stress. However, the results show a significant negative effect between these two variables. Therefore, the first hypothesis is not supported. The theory about this relationship states that switching between teams requires a lot of cognitive effort (Kirsh, 2000). This weakens the psychological state of an employee (Wenzlaff & Luxton, 2003; Wenzlaff & Wegner, 2000). When the number of switches increases, employees feel more mentally exhausted and since the psychological state of the employee is weak, ruminations creates anxiety and depression symptoms (Nolen-Hoeksema, 2000). According to the stressors and strain approach, an employee in this state will experience job stress (Beehr, 2014).

The theory about job stress states that employees could have a different response to the same stressors. This research included an individual difference which influence the relationship between switching between teams and job stress, but there are also other factors that could influence this relationship. The JDCS model (Johnson & Hall, 1988) include job control and social support as moderators who could diminish the demands from switching between teams. Thus, when respondents perceive that they have a high job control and a high social support in their MTM environment, they don't experience job stress and that could explain why the results state that the direct relationship is negative.

There could also be another explanation of the negative direct effect. Pluut et al. (2014) state that MTM could be seen as a resource or a demand. When looking at the demand side it could be stated that employees experience cognitive overload and are affected by ruminations which in combination evokes job stress. However, there is also a 'good' side to MTM, because

when employees are part of multiple teams they are exposed to more diverse knowledge and expertise and have more opportunities to flexibly organize their work (O’leary et al., 2011). When looking at the MTM variable of this research, this means that switching could also be a job resource. Employees can switch when they get stuck with a task or can switch to more urgent tasks (Buser & Peter, 2012). They think switching between teams helps them to efficiently manage their time across the teams (Britton & Tesser, 1991; Buser & Peter, 2012). It helps them to accomplish the goals of every team before the deadline time (Kanfer & Ackerman, 1989). Thus, switching between teams is functional for goal achievement which in turn is functional for the job. Therefore, switching between teams could be seen as a job resource which could explain the direct negative effect.

When the number of switches is low, employees don’t benefit a lot from the advantages from switching. They are working longer on the same task, even when they are stuck and need some new insights. They also don’t switch to a team which has more urgent tasks (Buser & Peter, 2012). Their work demands them to complete the tasks within the given time frame and when they can’t meet these job demands, this would result in job stress (Bakker & Demerouti, 2004). As mentioned in the previous paragraph, when the number of switches increases, employees can schedule their tasks in a better way, which would result in less job stress.

However, when the number of switches is too high, employees experience a cognitive overload because they need to switch constantly between different team contexts (Kirsh, 2000). Ruminations will affect the employee and the anxiety and depression symptoms will increase (Nolen-Hoeksema, 2000). The psychological state of an employee is weakened and the employee would experience job stress (Wenzlaff & Luxton, 2003; Wenzlaff & Wegner, 2000).

This indicates that the direct relationship could also be curvilinear instead of the hypothesized linear positive relationship. To test this, hierarchical multiple regression is used. The first model looked at the linear direct relationship between the number of switches and job stress. This model is significant ( $B = -.235$ ,  $p = .020$ ) which corresponds to the results from the Process macro (Hayes, 2013). The second model, which include the curvilinear relationship, is not significant ( $B = 0.065$ ,  $p = .803$ ). Thus, this indicates that there is no curvilinear relationship between the number of switches and job stress.

The descriptive statistics of the switching variable show that the maximum score for switching was 2600. However, the mean was 572.37. The respondents are mostly switching per day, but the amount they switch per day is low. This influenced the mean and lowered the score of the switching variable. Since, only low levels of switching between teams are represented in this sample, it could be that the curvilinear effect which is mentioned before isn’t found. This

low category relates to the first part of the curvilinear effect and the beginning of the slope. This is the part which is negative and therefore it could be that the results show a negative direct relationship. A representation of the beginning of this slope is found in appendix 5.

The hierarchical multiple regression analysis didn't find any significant results for the curvilinear relationship, because high levels of the switching variable weren't included in the sample. Therefore, the data of switching between teams is split into two categories, namely, switches per week, month and year combined, which represents the low levels of switching versus switching per day, which represents the high levels of switching. To assume there is a curvilinear relationship the results must show a negative effect for the low levels of switching and a positive effect for the high levels of switching. However, the Process macro shows no significant results for the low levels ( $B = -.273$ ,  $p = .101$ ) as well as the high levels of switching ( $B = -.225$ ,  $p = .087$ ). Thus, also splitting the switching variable into low and high levels doesn't indicate that there is a curvilinear relationship between the number of switches and job stress.

## **5.2 Moderating effect of time urgency**

Hypothesis two states that time urgency positively moderates the relationship between the number of switches and job stress. The results show no significant moderation effect. Therefore, the second hypothesis is not supported. This means that the level of time urgency doesn't affect the relationship between the number of switches and job stress. Thus according to the results of this research, high time urgent employees don't feel more demands from switching between teams than low time urgent employees. The literature about time urgency states that time urgent individuals want to schedule their tasks and control the deadlines (McGrath, 1976; Menon et al., 2013; Waller et al., 2001). High time urgent employees tend to think more about the unattained goals and how to complete them before the deadlines. Therefore, they would experience more ruminations which in turn creates more anxiety and depression symptoms (Nolen- Hoeksema, 2000). The psychological state of high time urgent employee decreases and becomes worse than for low time urgent employees.

The descriptive statistics of the time urgency variable, show that the mean of this variable is 3.16. To measure time urgency, a 5-point Likert scale is used. This indicates that the respondents state that they are not low or high time urgent which explains the small positive effect.

Hypothesis two is tested with the time urgency scale with the two items, because this was the only reliable scale. Thus, this research measures time urgency only with two indicators, namely, nervous energy and speech patterns. Since, Landy et al. (1991) and Edwards et al.

(1990) found evidence for the multidimensional construct of time urgency, it is valuable to run an analysis with more than two items. The four item scale was the second most reliable scale. This scale included the indicators: nervous energy, list making, speech patterns and deadline control. The hypotheses testing with the four item scale is shown in appendix 6. The results with the four item scale doesn't differ much from the results with the two item scale. This is remarkable since list making, which refers to scheduling tasks, and deadline control are predominant in the earlier explained mechanisms. These two indicators aren't present in the two item scale. Therefore, it would be assumed that the results of the four item scale would rather give significant results than the two item scale.

### **5.3 Limitations**

There are two limitations that could influenced this research. First, the original sample size didn't include high levels of switching. Also splitting the data into low and high levels of switching didn't gave significant results which could indicate that there is a curvilinear relationship between the number of switches and job stress. Increasing the sample for both the low and high levels of switching would increase the probability for finding significant results for the curvilinear relationship.

Second, this research included self-measurements. The respondents needed to fill in how much they perceive stress at work. Job stress is a variable which is subjective. The PSS measures how many stress an employee experience. This is a feeling and therefore it is hard to measure this variable. Job stress could be made more objective when a coworker or a manager also fills in how stressed the respondent is.

### **5.4 Future research**

Nowadays, employees are often working in multiple teams at a time (Wageman et al., 2012). Working in multiple team could be a job demand for employees. These demands could have a negative effect on the psychological and physical health of the employees (Beehr, 2014). This could eventually lead to costs for the organization (Cooper & Dewe, 2008). Therefore, it is important to broaden the literature about MTM. This research focused on the demand of switching between teams, but there are also other demands from MTM which could affect the employee. Future research should focus on these demands. This to help organizations to understand and help them to cope with the demand side of MTM.

Every employee is different and has his or her own personal characteristics. This has an influence on how an employee deals with job stress. Besides personal characteristics, also



characteristics from the work environment has an effect on job stress. The JDCA model state that job control and social support could diminish the job demands. Future research could add different personal characteristics as well as characteristics from the work environment into the model. This would give a more extensive understanding of the variables that effect the relationship between the number of switches and job stress.

Not many researchers focused on the multidimensional construct of time urgency and there are not many scales for time urgency available. To contribute to the literature about time urgency as a multidimensional construct, this research used the seven items of Landy et al. (1991). The original seven item scale wasn't reliable. Therefore, a two item scale is used to test the hypotheses. This scale doesn't use all the aspects of time urgency and it does imply that time urgency doesn't consist of seven constructs. To better understand this concept, future research should expand the literature about time urgency as a multidimensional construct. Researchers should also need to reconsider new or adjusted reliable measurements which measure the multidimensional construct.

Current literature states that the number of switches could be seen as a resource or a demand. This indicate that the direct relationship could be curvilinear instead of linear. To increase the probability of finding significant results for the curvilinear relationship, future research should focus on increasing the sample for both the low and high levels of switching.

## 6. Conclusion

The aim of this research was to expand the literature about MTM. MTM could be a demand or a resource for employees (Pluut et al., 2014). This research wanted to contribute to the demand side of MTM. Research shows that switching between teams is seen as a job demand which could affect job stress. Since every employee is unique and deals in different ways with stress, it could be stated that this relationship is influenced by individual differences. Therefore, this research focused on the following research question:

*‘To what extent does the number of switches between teams affect job stress and to what extent is this relationship moderated by the time urgency of an individual?’*

The results show a significant negative effect between the number of switches and job stress. This is not in line with the first hypothesis and therefore this hypothesis was not supported. The negative effect indicates that employees perceive switching between teams not as a demand but as a resource. This could be due to the influence of job control and social support. When employees perceive that they have a high job control and high social support in their MTM environment, they would perceive less job stress. In this case, switching between teams could be seen as a job resource instead of a job demand.

This research assumed a linear direct effect. Since, employees perceive the number of switches as a resource and a demand, the negative effect could also be explained by a curvilinear direct effect. If they perceive it as a resource or a demand, depends on the number of switches. When the number of switches is low they don't profit from the potential advantages of switching between teams. If employees switch more between the multiple teams, they could schedule their tasks in a better way (Buser & Peter, 2012). Thus, moderate levels of switching could help employees to manage their time across the different teams. In this case, they see the number of switches as a job resource. When the level of switching is high, employees will experience a cognitive overload (Kirsh, 2000). This will lead to a mentally exhausted employee and in this state an employee is easily affected by ruminations. These ruminations creates anxiety and depression symptoms (Nolen-Hoeksema, 2000). It could be stated that the psychological state of an employee is weakened and according to the stressors and strain approach the employee would experience job stress (Beehr, 2014; Wenzlaff & Luxton, 2003; Wenzlaff & Wegner, 2000).

The moderating relationship of time urgency wasn't significant. Therefore, the second hypothesis was not supported. This means that according to this research, the level of time urgency doesn't affect the relationship between the number of switches and job stress. Thus, high time urgent employees don't feel more demands from switching between teams than low time urgent employees.

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## Appendices

### Appendix 1: Operationalization table

Concept	Variable	Dimensions	Indicators	Calculation of scores
Job stress: Poor psychological or physical health (job strains) due to work characteristics (job stressors) (Beehr, 2014)	Dependent variable	<ul style="list-style-type: none"> <li>Number of work related stress events (stressors)</li> <li>Impact of work related stress events (strains)</li> </ul>	1. In the last month, how often have you been upset because of something that happened at work? 2. In the last month, how often have you felt that you were unable to control the important things at work? 3. In the last month, how often have you felt nervous and "stressed" of something which occurred during your working day? 4. In the last month, how often have you dealt successfully with irritating work hassles? 5. In the last month, how often have you felt that you were effectively coping with important changes that were occurring in your work life? 6. In the last month, how often have you felt confident about your ability to handle problems related to your work? 7. In the last month, how often have you felt that things which happened at work, were going your way? 8. In the last month, how often have you found that you could not cope with all the job related work that you had to do? 9. In the last month, how often have you been able to control irritations in your work life?	PSS from Cohen et al. (1983).  Likert-scale (1-5) ranging from 1=never to 5=very often.  The score will be calculated based on the average of the 14 items of the PSS.

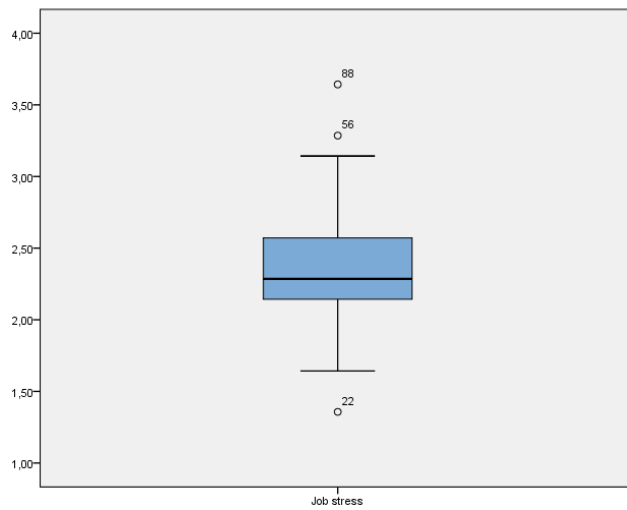
			<p>10. In the last month, how often during you working day have you felt that you were on top of things?</p> <p>11. In the last month, how often have you been angered because of work related things that happened that were outside of your control?</p> <p>12. In the last month, how often have you found yourself thinking about work related things that you have to accomplish?</p> <p>13. In the last month, how often have you been able to control the way you spend your time during your working day?</p> <p>14. In the last month, how often have you felt work related difficulties were piling up so high that you could not overcome them?</p>	
Multiple team membership: “a situation in which individuals are concurrently members of two or more teams within a given period of time.” (O’Leary, et al., 2011: p. 6).	Independent variable	The amount an individual switches between teams	<p>1. Do you switch your work between the different teams per day, week, month or year?</p> <p>2. How many times do you switch?</p>	The first question is a categorical question and included five answer categories, namely, I switch per day, per week, per month, per year or I don’t switch. The employees who filled in that they don’t switch, were deleted from further analysis.

				<p>For the second question, employees needed to fill how many times they switch per day, week, month or year. The answer categories were as followed:</p> <ul style="list-style-type: none"> <li>- I switch 1 once (score of 1)</li> <li>- I switch 2-3 times (score of 2.5)</li> <li>- I switch 4-5 times (score of 4.5)</li> <li>- I switch 6-7 times (score of 6.5)</li> <li>- I switch 8-9 times (score of 8.5)</li> <li>- I switch 10 times or more (score of 10)</li> </ul> <p>The number of switches per day, week and month were transformed to the number of switches per year. Therefore, the score of the switches per day were multiplied by 260, the score of the switches per week were multiplied by 52, and the score of the switches per month were multiplied by 12. Obviously, the score of the switches per year</p>
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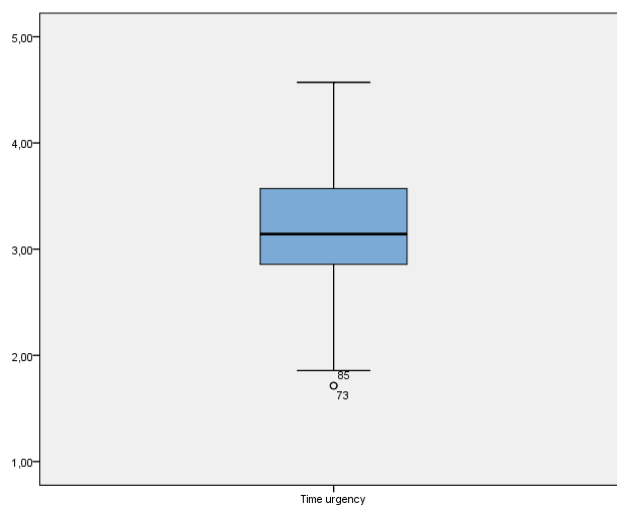
				<p>hasn't been multiplied, because this score didn't have to be transformed to switches per year.</p> <p>Transforming every category to switches per year will lead to an overall score for the switching variable.</p>
<p>Time urgency: An individual difference. Individuals who are time urgent pay more attention to time and deadlines than other individuals. (Strube et al., 1989)</p>	Moderator	<ul style="list-style-type: none"> <li>• Time awareness</li> <li>• Eating behavior</li> <li>• Scheduling</li> <li>• Nervous energy</li> <li>• List making</li> <li>• Speech patterns</li> <li>• Deadline control</li> </ul>	<p>Indicators of Spielberger and Sarason (2013).</p> <ol style="list-style-type: none"> <li>1. I glance at my watch frequently during the day</li> <li>2. I am often the first person finished eating at the table</li> <li>3. I allow a specific amount of time for each activity that I engage in</li> <li>4. I tend to pace when I talk or think</li> <li>5. If I don't get things done, I make a 'things to do' list</li> <li>6. I never interrupt or rush others when they are speaking</li> <li>7. I am always preparing for some event</li> </ol>	<p>Time urgency scale of Landy et al. (1991).</p> <p>Likert-scale (1-5) ranging from 1=strongly disagree to 5=strongly agree.</p> <p>The score will be calculated based on the average of the 7 items of the time urgency scale.</p>

## Appendix 2: Outliers

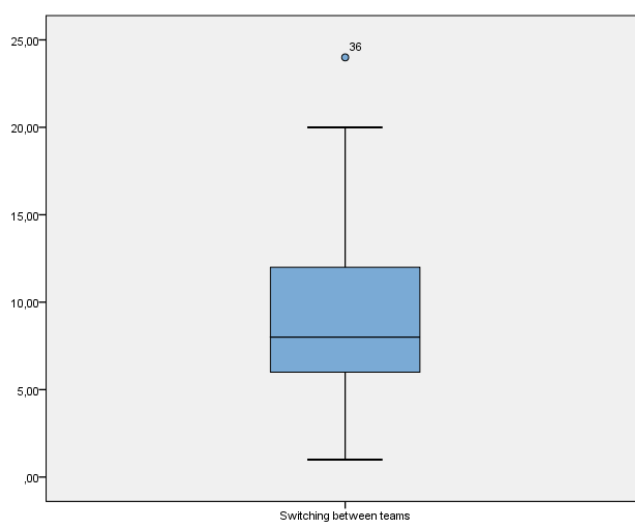
Boxplot 1: Job stress



Boxplot 2: Time urgency

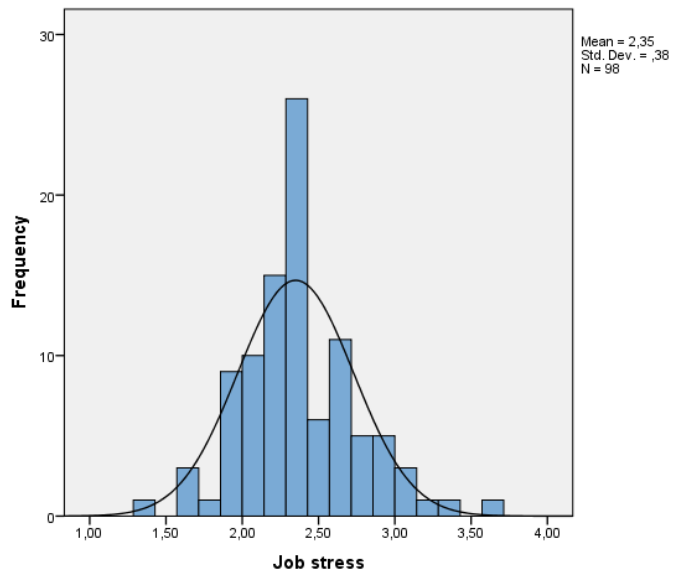


Boxplot 3: Switching between teams

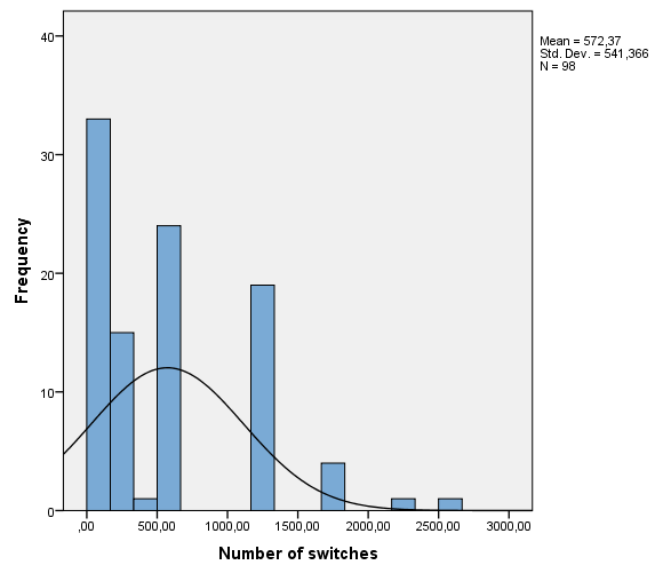


### Appendix 3: Histograms normal distribution

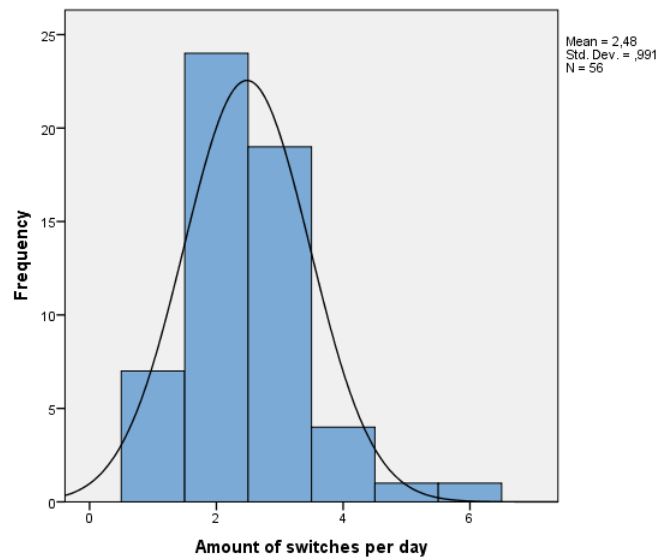
Histogram 1: Job stress



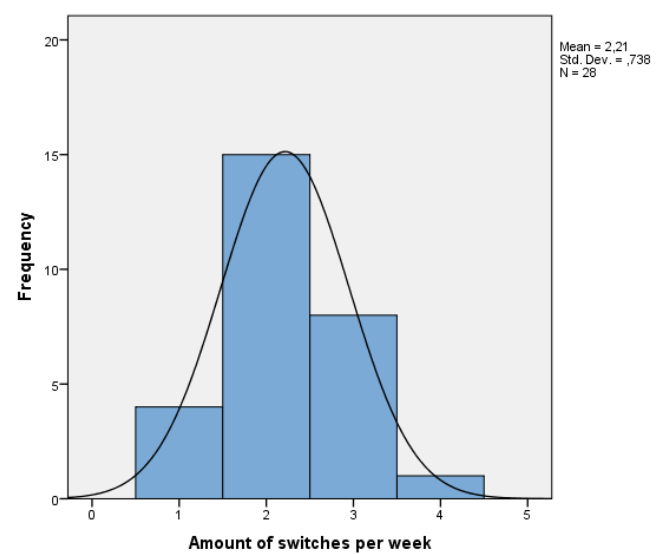
Histogram 2: Switching between teams



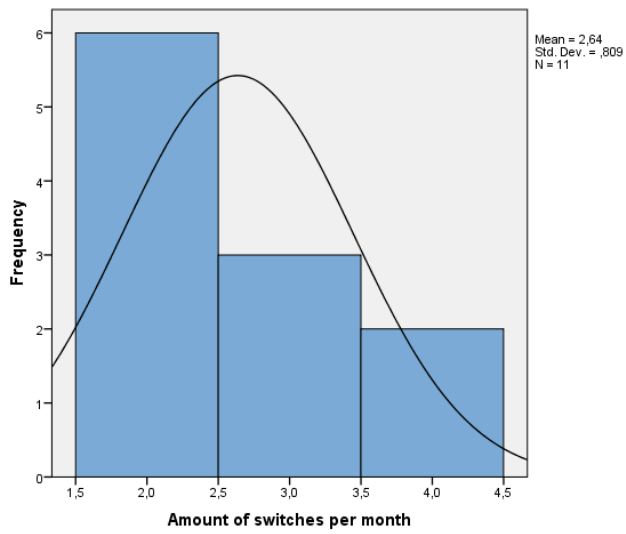
Histogram 2a: Switches per day



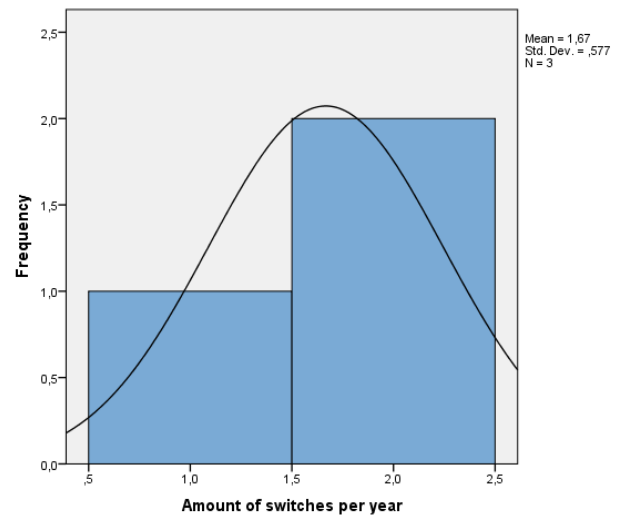
Histogram 2b: Switches per week



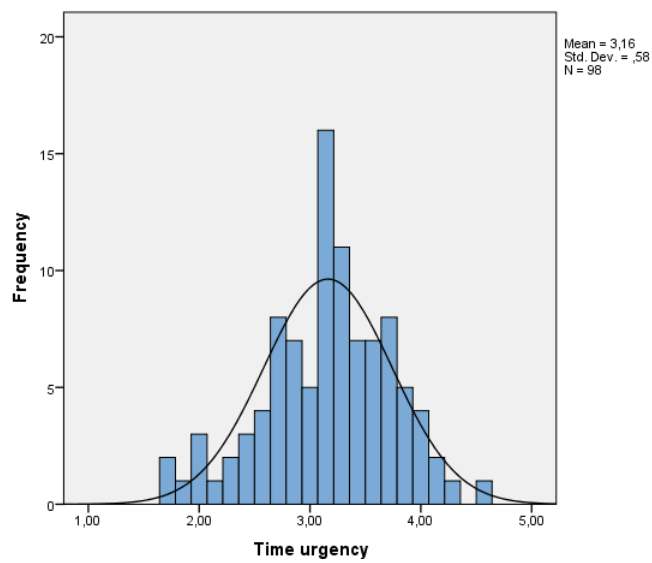
Histogram 2c: Switches per month



Histogram 2d: Switches per year



Histogram 3: Time urgency



## Appendix 4: Factor analysis

The correlation matrix of time urgency showed low correlations between the various indicators. The highest correlation was .549 which is still a low correlation. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy gives .522 which mean that you can perform a factor analysis, but normally this number should be higher than .600. The Bartlett's Test of Sphericity is significant with a p-value lower than 0,001, which means that the amount of dimensions could be reduced.

The scree plot on the right shows that three indicators have a higher Eigenvalue than 1.0. These three factors explain 59.91% of the time urgency construct. The pattern matrix which is shown in table 4 shows that items four and six relate to factor one. Items five and seven relate to the second factor. The third factor includes item one, two and three. The indicators are assigned to the factor for which they show the highest correlation.

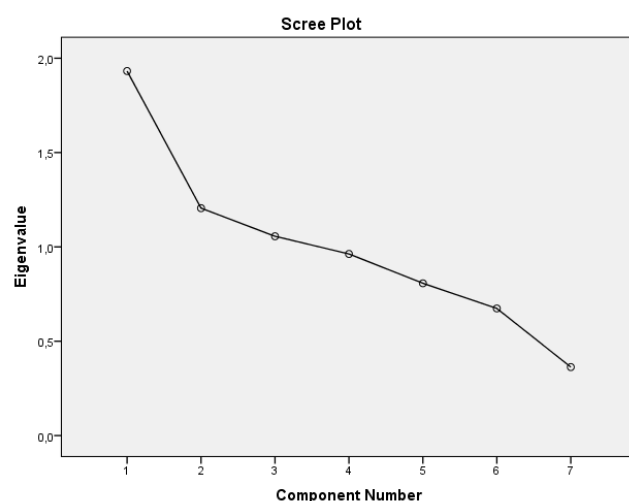
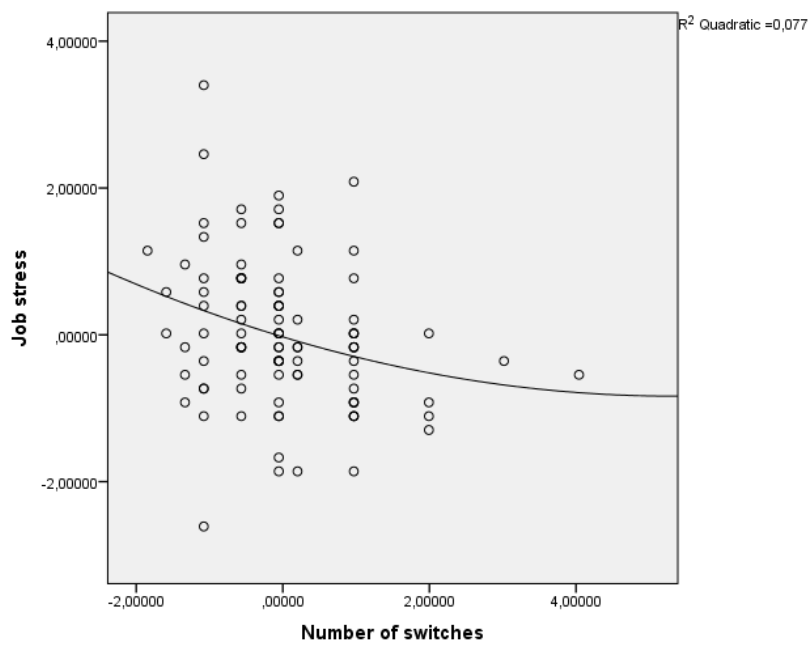


Table 4: Pattern matrix

	Component		
	1	2	3
Item 1	.258	-.024	<b>.309</b>
Item 2	-.016	-.186	<b>.862</b>
Item 3	-.094	.359	<b>.543</b>
Item 4	<b>.787</b>	.180	.140
Item 5	.011	<b>.805</b>	-.065
Item 6	<b>.926</b>	-.045	-.157
Item 7	.071	<b>.766</b>	-.016



## Appendix 5: Slope negative effect between number of switches and job stress



## Appendix 6: Hypotheses testing with four item scale

To see if there are any differences between the two item scale and the four item scale of time urgency, the two hypotheses are also tested with the four item scale. For this analysis the Process macro is used. First, hypothesis one was tested. This hypothesis include the direct effect of switching between teams on job stress. When time urgency is held constant the results show a significant negative effect ( $B = -.241$ ,  $p = .018$ ). Since the first hypothesis includes a positive effect and the results show a negative effect, the first hypothesis is not supported. These results doesn't differ much from the results which were found with the two item scale.

The second hypothesis includes the moderating variable of time urgency. It states that time urgency positively moderates the relationship of switching between teams and job stress. The results doesn't show any significant moderation effect ( $B = -.013$ ,  $p = .898$ ). Therefore, hypothesis two is not supported. This result also doesn't show much differences with the two item scale.

Also the effect of low and high time urgency is tested with the Process Macro. With low levels of time urgency, the direct effect becomes insignificant ( $B = -.228$ ,  $p = .134$ ). Also with high levels of time urgency this relationship is insignificant ( $B = -.254$ ,  $p = .060$ ). This also shows that there is no moderating effect of time urgency. These results doesn't differ much from the results that were previously found with the four item scale. An overview of the results can be found in table 4.

Table 4: Process Macro output hypothesis one and two

	<i>B</i>	<i>SE</i>	<i>T</i>	<i>P</i>
<i>Number of switches</i>	-.241*	.100	-2.418	.018
<i>Number of switches*Time urgency</i>	-.013	.102	-.129	.898

\* Correlation is significant at the 0.05 level (2-tailed)

Dependent variable: Job stress