

# Master Thesis Organization Studies

## Tilburg University

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*Intrateam trust and team satisfaction  
in interorganizational nonprofit teams,  
does team size matter?*

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## **Abstract**

The aim of this research was to examine the relationship between intrateam trust and team satisfaction, and the moderating role of team size in interorganizational nonprofit teams. In order to do so, questionnaire data was gathered from teams working with the Library of Middle-Brabant. The results did not show significant results for the main as well as the moderating effect. However, the results seem to suggest that the level of intrateam trust is positively related to team satisfaction. Furthermore, the results seem to suggest that an increase in team size weakens the relationship between intrateam trust and team satisfaction. The implications for these findings and directions for future research are discussed.

*Key words:* interorganizational teams, nonprofit, intrateam trust, team satisfaction, team size.

## **Preface**

Writing this master thesis was the last part of the Organization Studies program at Tilburg University. This thesis is the result of months of hard work. In these months with ups and downs, my perseverance has been put to the test. I have learned a lot and I am glad to present my research to you in this thesis.

Without the support and help of others, this thesis would not have been possible. First, I would like to thank the library of Middle Brabant. The collaboration with the library was interesting, gave me new insights, and has led to the design of the questionnaires. Second, I would like to thank Nuno Barros de Oliveira for his expertise, time, and enthusiasm during the whole process. Third, I would like to thank John Bechara and Guy Moors for their critical and sincere feedback on this research.

Milou van der Hoeven

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# 1 Introduction

Imagine you can create your own soccer team for an important upcoming match. Therefore, you have to select eleven soccer players from all different clubs in the world. You could take Messi from FC Barcelona, Ronaldo from Real Madrid, Neymar from Paris Saint-Germain and all other world stars. However, the eleven best soccer players in the world would probably not make a satisfied soccer team. It is still possible that teams with “worse” soccer players are able to beat this “world team”. This example indicates that it is a complicated task to make a team satisfied, especially when players come from different clubs and all have a different background. The same applies to interorganizational teams. Temmink (2015) defined interorganizational teams as teams whereby the members originate from different organizations, are assigned to work together for a common goal, share resources, exhibit task interdependencies, socially interact with each other, and retain and manage boundaries. This research provides insights into the satisfaction of interorganizational nonprofit teams.

The aim of these interorganizational teams is usually to deal more effectively with issues that are hard to tackle alone (Vangen and Huxham, 2003). Since social issues are related to many aspects of society, it is hard for organizations to achieve their goals independently (De Baas, 1995). Interorganizational teams make it possible to complement resources, such as knowledge, skills, expertise, and financial resources. One organization that frequently engages in interorganizational teams is the Library of Middle Brabant (hereafter: the library). The library is a nonprofit organization that enters interorganizational teams with educational, social, and cultural partners in order to increase the social impact of their initiatives (Bibliotheek Midden Brabant, w.d.)

Especially in nonprofit teams, contractual relationships are not considered feasible. Team members are held together by means of common interest and values (Waddock, 1991). Although there can be some contractual arrangements, team members do not pursue extensive contractual relationships to capture every arrangement and maximize their financial returns (Witesman and Fernandez, 2013). Therefore, team members are more forced to focus on softer control mechanism to manage collaborations (Snively and Tracy, 2002; Vangen and Huxham, 2003). One stream of research has reported the importance of trust as soft control mechanism in satisfied interorganizational nonprofit teams (Snively and Tracy, 2002; Vangen and Huxham, 2003; Volery and Mensik, 1998). Trust is defined as the degree to which a member

believes that their team members are reliable and possesses integrity (Morgan and Hunt, 1994). Trust creates openness and since it is impossible to capture all agreements in a contract, trust can be seen as a mechanism to reduce the chance that team members will act opportunistically (Snively and Tracy, 2002; Vangen and Huxham, 2003; Volery and Mensik, 1998). However, another stream of research stated that there is hardly any effect between intrateam trust and team satisfaction since business people make rational choices rather than depending on trust (Dirks, 1999; Kenworthy, 1997). The trust-satisfaction relationship might be elucidated by the moderating role of team size. In social dilemma and profit contexts, the moderator role of team size has been already examined. These researchers found that the relationship between intrateam trust and team satisfaction becomes weaker by an increase in team size (Sato, 1988; Robson et al., 2008). Large teams could have disadvantages of having less interaction among team members and being less dense in comparison to small groups (Sato, 1988; Robson et al., 2008). It might be that team size also explains the mixed findings between intrateam trust and team satisfaction in interorganizational nonprofit teams. However, to the best of my knowledge, the moderator role of team size has not been examined in interorganizational nonprofit contexts. Due to the specific characteristics of nonprofit contexts (e.g. the non-economic aim and strong focus on values), it is not sure whether the found moderation effect in social dilemma and profit contexts also applies to this context. In order to get a better understanding of the relationship between intrateam trust and team satisfaction in interorganizational nonprofit teams, it would therefore worthwhile to do research on the moderating effect of team size in this context as well.

## **1.1 Aim and research question**

This research will examine the relationship between intrateam trust and team satisfaction, and to what extent this relationship is moderated by team size. A large amount of research on the influence of intrateam trust on team satisfaction has been conducted, but there is still no consensus about the effect of intrateam trust on team satisfaction. Based on studies in other contexts (Sato, 1988; Robson et al., 2008), team size might influence the relationship between intrateam trust and team satisfaction. Therefore, the aim of this research is to improve our understanding of the relationship between intrateam trust and team satisfaction by adding a specific moderator: team size. The research question that belongs to this research is the following:

*“To what extent does intrateam trust have an effect on team satisfaction, and to what extent is this relationship moderated by team size?”*

## **1.2 Relevance of the research**

### **Scientific relevance**

The scientific relevance covers the contribution to the existing literature about intrateam trust and team satisfaction. There are mixed findings about the relationship between intrateam trust and team satisfaction. Researchers indicate that there is a main effect between intrateam trust and team satisfaction (Snively and Tracy, 2002; Volery and Mensik, 1998; Vangen and Huxham, 2003) while other researchers stated that there is no main effect (Dirks, 1999; Kenworthy, 1997). This research is of scientific relevance since it elucidates our knowledge about the trust-satisfaction relationship by testing a specific moderator, namely team size. Since this moderator helps to understand the trust-satisfaction relationship in social dilemma (e.g. Sato, 1988) and profit contexts (e.g. Robson et al., 2008), the moderating role of team size might also help to understand the mixed findings in a nonprofit context. However, to the best of my knowledge, no research has explicitly related the moderating role of team size on the relationship between intrateam trust and team satisfaction in the specific context of interorganizational nonprofit teams. Doing research on nonprofit teams could be worthwhile since their non-economic aim and their stronger focus on means and values distinguish them from other teams, for example teams in social dilemma or profit contexts (Waddock, 1991). Therefore, this research extends the existing literature by providing a better understanding of the relationship between intrateam trust and team satisfaction in interorganizational nonprofit teams.

### **Practical relevance**

This research strives to contribute at a practical level for managers whose employees engage in interorganizational nonprofit teams, or when they have the intention to do so in the future. This research will examine the relationship between intrateam trust and team satisfaction, and to what extent this relationship is moderated by team size. This research might serve as a guideline and provides managers with insights when they try to accomplish team satisfaction. Managers can get a better understanding of the examined effects and will be able to steer their teams, so that they can maximize their team satisfaction.

### **1.3 Structure of the thesis**

The thesis is divided into seven sections. In the first section, the research is introduced. The next section includes a theoretical framework. This theoretical framework gives an overview of the state of art in the literature about the used concepts: interorganizational teams, team satisfaction, intrateam trust, and team size. This section also includes the hypotheses that belong to this research. The third section is about the methodology. This section describes the methods that are used for this research. In the fourth section, the results of the research are presented. This section gives insights into the outcome of the questionnaires and the statistical analysis that have been performed. The fifth section includes a discussion and pays attention to the limitations of the research and several recommendations for future research. The sixth section provides a conclusion of this research. The seventh and final section includes the references.

## **2 Theoretical framework**

### **2.1 Interorganizational teams**

In order to understand and define interorganizational teams, first the definition of a conventional team will be explained. A consistently highlighted element is that a team focusses on a common goal (Harris and Harris, 1996; Fisher and Hunter, 1997). Harris and Harris (1996) argue that a team has a common goal where team members can establish mutual relationships. Cohen and Baily (1997) define a team as “a collection of individuals who are interdependent in their tasks, who share responsibility for outcomes, and who see themselves and who are seen by others as an intact social entity” (p. 241).

Besides these conventional teams, establishing interorganizational teams that cross the boundaries of individual organizations is increasingly popular (Drach-Zahavy, 2011; Simonin, Samali, and Zohdy, 2016). Although definitions of conventional teams share many characteristics with definitions of interorganizational teams, there are two important differences between them. First, interorganizational teams are more complex. Members of interorganizational teams often possess conflicting organizational identities, obligations, and commitment (Drach-Zahavy, 2011). Second, interorganizational teams are often temporary teams that have to deal with a plethora of demands and time pressure (Drach-Zahavy, 2011). Schopler (1987) says that interorganizational teams are “composed of members, representing origin organizations and community constituencies, who meet periodically to make decisions relevant to their common concerns, and whose behavior is regulated by a common set of expectations” (p.703). A more recent definition of interorganizational is given by Temmink (2015). Her definition is closely linked to the definition of Schopler (1987). Temmink (2015) defines interorganizational teams as teams whereby the members originate from different organizations, are assigned to work together for a common goal, share resources, exhibit task interdependencies, socially interact with each other, and retain and manage boundaries. Within this research, the definition of Temmink (2015) will be used.

Many nonprofit organizations make use of interorganizational teams to leverage their own efforts to reach a broader social impact (Simon et al., 2016). For example, the library and Tilburg University have formed a team to share insightful ideas and to realize social activities like the Human Library. The Human Library is an event where people can engage in

conversations with people they probably do not speak to otherwise (e.g. a hooligan or a refugee). The goal is to share experiences, to create openness, and to promote respect for humans in society.

## **2.2 Team satisfaction**

Team satisfaction is a major non-financial indicator that captures the evaluation of a team (Jap, 2001; Shamdasani and Sheth, 1995; Zakocs and Edwards, 2006). According to Thibaut and Kelley (1959) and Jap (2001), team satisfaction is a positive affective state resulting from all aspects of a working relationship. Shamdasani and Sheth (1995) define team satisfaction as the degree of a team's overall affective evaluation of the team. The affective state or evaluation of a team captures the reflections of values and sentiments instead of economic or material outcomes (Thibaut and Kelley, 1959).

Team satisfaction becomes increasingly dominant in organizations and holds important consequences for the future (Anderson and Narus, 1990). One can imagine, for example, that dissatisfying experiences with the team can negatively influence future actions of the team. Three important determinants for team satisfaction dominate the literature, namely team conflicts (e.g. Porter and Lilly, 1996), team commitment (e.g. Shamdasani and Sheth, 1995), and intrateam trust (e.g. Costa, Roe, and Tallieu, 2001). Team conflicts may distract the team from its focal task, and therefore might waste time and energy, which leads to team dissatisfaction (Porter and Lilly, 1996). Team commitment might lead to team satisfaction since committed members are more likely to expend time and resources to achieve the team goals (Shamdasani and Sheth, 1995). According to Costa, Roe, and Tallieu (2001), intrateam trust is the most critical determinant of team satisfaction because if trust is absent, no member will risk moving first and all members sacrifice the gains from collaboration. In line with this reasoning, this research focuses on intrateam trust as determinant for team satisfaction in interorganizational nonprofit teams.

### **2.3 Intrateam trust**

Although there is no universal definition of trust available in the literature, there are some shared elements. Most researchers make use of two theoretical approaches, socio-psychology and transaction costs economics (Seppänen, Blomqvist, and Sundqvist, 2007). The socio-psychology approach emphasizes the expectation of reciprocity (Seppänen et al., 2007). For example, Mayer et al. (1995) define trust as the willingness to be vulnerable to the actions of others. The economic approach is more focused on the calculative aspect, emphasizing risk-decreasing and making future behavior of the partner more predictable (Seppänen, 2007). For example, Jones and George (1998) define trust as a set of behavioral expectations that gives individuals the opportunity to manage the risk of uncertainty related to their actions. Sako and Helper (1998) combined the socio-psychologic and economic approach and give the most complete definition: an expectation held by a member that the other members will behave in a mutually acceptable manner, and will act fairly when the possibility for opportunism is present. In this research, the definition of Sako and Helper (1998) will be used. It is proposed that a combination of the social and economic perspective will give the most comprehensive view of the complex phenomenon of intrateam trust.

The relationship between intrateam trust and team satisfaction has been widely investigated in the literature. One stream of research found a positive effect between intrateam trust and team satisfaction. Snavelly and Tracy (2002) state that trust is an important ingredient for satisfied teams since trust makes people feel secure that their team members do not try to take advantage of them. It gives a sense of security about the other team members. This enlarges openness and there will be greater willingness to share information with each other and to put resources on the table (Snavelly and Tracy, 2002). Volery and Mensik (1998) also found a positive relationship in their study and underline the importance of trust. They state that teams involve interdependence, whereby team members must depend on others to achieve their organizational goals. Since it is usually impossible to capture all mutual obligations in a contract, trust can be seen as a mechanism to reduce the risk of opportunistic behavior since it leads to the ability to predict and to expect the behavior of team members (Volery and Mensik, 1998). In addition to this, Vangen and Huxham (2003) state that the ability to predict and to expect the behavior of partners can be interpreted from both historical perspectives as well as future-oriented perspectives. Thus, the development of trust can be rooted either in the anticipation that something will be forthcoming (Vangen and Huxham, 2003).

Another stream of research found no main effect between intrateam trust and team satisfaction. Kenworthy (1997) and Dirks (1999) state that higher levels of trust did not lead to more satisfaction than lower levels of trust. Kenworthy (1997) argues that business people make rational choices rather than depending on trust. Teams can be organized in a way that team members no longer face possibilities for opportunistic behavior. Therefore, institutional arrangements, such as formal collaborations, are enough to support team working even whether trust is high or low (Kenworthy, 1997).

Overall, a majority of the literature indicates a positive effect between intrateam trust and team satisfaction. Therefore, the following hypothesis is formulated:

*H1: The higher the level of intrateam trust, the higher the level of team satisfaction.*

## **2.4 Team size**

In this research, team size is defined as the number of team members working directly together as a team to achieve a common goal. Previous studies on the moderating role of team size on the relationship between intrateam trust and team satisfaction were conducted in social dilemma contexts (e.g. Sato, 1988) and profit contexts (e.g. Robson et al., 2008). To the best of my knowledge, the moderating role of team size on the relationship between intrateam trust and team satisfaction has not been examined in the specific context of interorganizational nonprofit teams. Therefore, care must be taken in generalizing the results below to the context of interorganizational nonprofit teams.

An experiment in a social dilemma context conducted by Sato (1988) shows that in 3-person groups the effect of intrateam trust on team satisfaction is very strong. However, Sato (1988) argues that an increase in group size weakens the relationship between intrateam trust and team satisfaction. In 7-person groups, there was hardly any relationship between intrateam trust and team satisfaction. Sato (1988) states that strategic choices have the intention to affect the choices of others. In large groups, there will be less interaction among members. Therefore, one particular member's action is less likely to notice by or affect the outcome of another member of the group. As a result, team members in large groups experience a feeling of distance and inefficiency. Due to this, the relationship between trust and satisfaction will be weakened as group size increases (Sato, 1988).

Robson et al. (2008) conducted their research in a profit context. They also state that team size moderates the relationship between intrateam trust and team satisfaction, whereby the positive relationship between intrateam trust and team satisfaction is stronger when team size is small. According to Robson et al. (2008), large groups do have a more bureaucratic structuring. Such size driven bureaucracy is the result of scope and scale difficulties inherent in managing larger groups. Due to these difficulties in larger teams, formalized bureaucratic rules are introduced. Formalization refers to the codification of work roles, written rules, and procedures. These bureaucratic rules limit tie thickness and disconnect members by specifying work relationships that formalize and limit the topical content of connections. Therefore, bureaucratic structuring works as the opposite of social structuring. Social structuring is conditional to reinforcing forces on team conditions. It strengthens tie density and thickness. Any expansion of tie thickness and knowing each other on a personal level may be neutralized by bureaucracy in large teams. As a result, the relationship between intrateam trust and team satisfaction will be weaker when team size increases (Robson et al., 2008).

Based on the information above, the following hypothesis is formulated:

*H2: The relationship between intrateam trust and team satisfaction will be weakened by an increasing team size.*

## 2.5 Conceptual model

The conceptual model in figure 1 can be derived from the theoretical framework and corresponds with the research question:

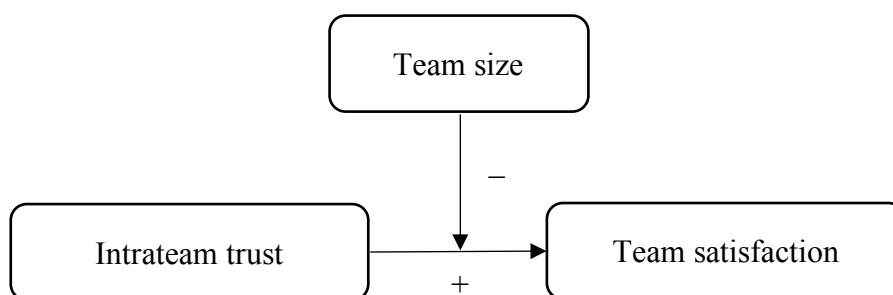


Figure 1. Conceptual model

## **3 Methodology**

### **3.1 Empirical setting**

The empirical setting of this research was the Library of Middle Brabant (hereafter: the library). The library is with seventeen locations the biggest cultural institution in its work area: Tilburg, Loon op Zand, Oisterwijk, Hilvarenbeek, and Waalwijk. As public library, they provide people with information, education, and culture. Appendix I provides additional information about the library. This empirical setting is suitable since the library is a nonprofit organization that strongly focus on learning, openness, and accessibility. This focus has become even stronger by introducing their new policy in 2015, in which they increase co-creation and collaboration with their environment in interorganizational teams. This strong focus on learning, openness, and accessibility requires trust. This research examines the relationship between intrateam trust and team satisfaction. Additional to this, this research examines the moderating role of team size on the relationship between intrateam trust and team satisfaction. The nonprofit character of the library and their learning, openness, and accessibility characteristics are also applicable to organizations in the education, humanity, and health sector. Therefore, it can be argued that the results of this research are generalizable to these sectors.

### **3.2 Research design**

The aim of this research is to investigate the relationship between intrateam trust and team satisfaction, and to what extent this relationship is moderated by team size. The research consists of a cross-sectional design; data was collected at one specific moment in time. The cross-sectional design could make it more difficult to show a causal relationship. As a result, it could lead to a lower internal validity. The research is deductive in nature since hypotheses have been formulated based on existing scientific literature. Theories about intrateam trust, team satisfaction and team size are used to develop the hypotheses. The hypotheses are tested by making use of questionnaires. Questionnaires are suitable since it gives the possibility to obtain a large amount of data in a restricted timeframe. Therefore, data from both the library as well as their partner organizations could be included in this research. Furthermore, trust is laden with emotion. Therefore, it is likely to be considered as a sensitive topic (Dickson-Swift, James, and Liamputtong, 2008). The answers of the questionnaires will be processed anonymously and therefore respondents feel free to expose their truthful answers. For example, if the data would be collected with interviews, the answers could be biased due to respondents who gave not

truthful answers. The unit of analysis was on the team level because the purpose of this research is to investigate the satisfaction of the event team. The unit of observation of this research was the individual team member. Appendix I shows a typical example of a project in which the library engages in and visually displays the unit of analysis and unit of observation.

### **3.3 Data collection**

The quantitative data is obtained via two questionnaires; one for the contact persons of the library and one for the contact persons of the partner organizations. The questionnaires have been developed in collaboration with a researcher from the library, an assistant professor from Tilburg University, and four other students. All of us had the same research topic, but made use of other variables in their research. My items in the questionnaires were derived from already existing scales. To enhance the content coverage, most variables were measured with multiple items. The original items were in English. Since the respondents were Dutch native speaking, the items have been translated into Dutch. Double translation was used to prevent incorrect translations, and therefore improve the internal validity. Since it could be that respondents are involved in several events, it is possible for respondents to answer for each event separately. To ensure the reliability, the questionnaires are fine-tuned on the basis of a pilot before they were distributed in March 2018. Qualtrics, an online questionnaire application, have been used to send out the questionnaires. Appendix II includes the final questionnaires. To get a high external validity, the response rate should be as high as possible. Therefore, two weeks after the opening of the questionnaire, the researcher from the library sent a reminder and three weeks after the opening of the questionnaire, the students from Tilburg University sent a reminder. The questionnaires were closed on the 20<sup>th</sup> of April 2018. The obtained data is put in a database, in which the researcher from the library, the assistant professor, and every student could pick out their own variables.

### **3.4 Sample**

The sample strategy that is used in this research is purposive sampling. This sampling strategy made it possible to select the right events for this research. The events were selected carefully to decrease the chance on mistakes or errors, and therefore to ensure the reliability. We started with an overview of all events that took place in 2017. Each event was linked to one contact person of the library. Telephone conversations with these contact persons were held in order to classify the events. The telephone conversations made it possible to answer questions from the

contact person directly. Appendix II includes the used classification matrix. The horizontal axis shows the substantive contribution that the library makes to the collaboration (facilitating versus co-producing). The vertical axis shows the entrepreneurial attitude of the library in the collaboration (reactive versus proactive). If the library only has a facilitating role in an event, hardly any interaction has taken place between the contact person of the library and the contact person of the partner organization(s). Therefore, these events are less suitable for examining non-superficial characteristics of teams, like trust. That is why only the events in which the library has a coproducing role (category 1 and 3) are included in this research. However, there are two exceptions to this. First, events in category 1 or 3 in which the library has send an invoice to the partner organization(s) are excluded in this research since this research is focused on nonprofit teams. Second, there are relatively new collaborations with an innovative character which have been categorized in category 2. These collaborations are included in this research. Since these events are relatively new, a lot of interaction takes place between the team members to evaluate, make adjustments, and to ensure that the event will be a success. Due to these intensive collaboration, these events are interesting to include in this research. To summarize it, the events that took place in 2017 and were classified in category 1, 3, or the events with an innovative character are included in this research. Excluded are the events that took place in 2017 and were classified in category 2, 4, or in the case that the library has send an invoice.

After all events were categorized by the contact persons of the library, a researcher from the library did the same. This makes it possible to calculate the intercoder reliability (Cohen's kappa coefficient). The intercoder reliability suggests the extent to which two or more independent coders agree on the coding of the content of interest when using the same coding scheme (Lavrakas, 2008). The Cohen's kappa coefficient of this research is .922. Since this coefficient is very close to 1, the intercoder reliability of this research is almost perfect (Lavrakas, 2008).

For the included events, we asked the contact persons of the library to provide us with the contact details of the contact person of the involved partner organizations. The received contact details were checked using the CRM (Customer Relationship Management) system of the library. Due to this double check, we were sure that the list with contact details was correct. Finally, we added the contact details of the contact persons of the library to this list. The list consists of 89 contact persons from partner organizations and 18 contact persons from the library themselves. Everyone on this list received a questionnaire. So, the final sample available

for this research consisted of 107 respondents. From this sample, 85 respondents fill in the questionnaire (79%). However, respondents who did not fill in one or more items on the variables in this research were dropped from analysis (this was the case for 13 respondents). In the end, 71 respondents (44 women and 27 men) filled in the questionnaire (67%).

The 71 respondents mentioned 95 different event teams (employees from the library mentioned 49 events, employees from partner organizations mentioned 73 events in total). Previous studies on interorganizational teams in nonprofit context conducted by Drach-Zahavy (2011) and Nembhard (2008) showed a response of respectively 44 teams and 53 teams. Both studies were also conducted through the use of questionnaires. This indicates that the response of this research can be considered as high. From the 95 events in this research, 27 events were mentioned by both the library as well as one or more partner organizations. In other words, there was a match between the library and one or more partner organizations. For the other 68 events that were mentioned, no matches between the library and one or more partner organizations were found. Therefore, these 68 events were excluded from the analysis. Furthermore, in all cases, the response per team should be at least 50 percent to include the event team in the analysis (Wasserman and Faust, 1994). From the 27 teams that were left, 4 teams had too few respondents to calculate the level of intrateam trust or team satisfaction and were dropped from the analysis. So, the final sample for this research includes 23 event teams.

### **3.5 Measures**

#### **3.5.1 Dependent variable – team satisfaction**

The dependent variable in this research is team satisfaction. In this research, team satisfaction is examined through measuring the level of satisfaction. The overall satisfaction of a team can be defined as the degree of a member's overall affective evaluation of the team (Shamdasani and Sheth, 1995). A scale from Jap (2001) is used. The original scale contains 3 items. In order to create a suitable length of the scale while maintaining the internal consistency, the least consistent item has been deleted ("our collaboration with the team has been more than fulfilled our expectations"). So, the scale that is used in this research contains two items ("our collaboration with the team has been a successful one" and "we are satisfied with the outcomes of the collaboration with this team"). These items are measured on a five-point Likert scale. The following five answering categories are used: 1 = strongly agree, 2 = agree, 3 = neutral, 4 = disagree, 5 = strongly disagree. The average score of the items was taken in order to calculate

the team satisfaction score. The reliability analysis showed a Cronbach's Alpha of .752. This value is above .7 and therefore considered acceptable (Pallant, 2016).

### **3.5.2 Independent variable – intrateam trust**

The independent variable in this research is intrateam trust. Intrateam trust can be defined as an expectation held by a member that the other members will behave in a mutually acceptable manner, and will act fairly when the possibility for opportunism is present (Sako and Helper, 1998). A scale from Langfred (2007) is used. This scale is a brief version of a scale by Simons and Peterson (2000). The scale of Langfred (2007) contains 2 items ("I believe that we trust each other a lot in my team" and "I think I can count on the other team members"). These items were measured on a five-point Likert scale. The following five answering categories are used: 1 = strongly agree, 2 = agree, 3 = neutral, 4 = disagree, 5 = strongly disagree. The average score of the items was taken in order to calculate the intrateam trust score. The reliability analysis showed a Cronbach's Alpha of .754, which is also considered acceptable (Pallant, 2016).

### **3.5.3 Moderator – team size**

The moderator variable in this research is team size. In this research, team size is defined as the number of team members working directly together as a team to achieve a common goal. Team size is measured as a continuous variable. To do so, the respondent is asked how many partner organizations were involved in the event. Since every partner organization has one person who represents the organization in the event team, the team size can be calculated by summing up the number of partner organizations that were involved in an event. The interaction term is created by multiplying intrateam trust with team size.

### **3.5.4 Control variables**

To increase the internal validity, two control variables are used in this research. These control variables are included to address the issue of spurious association between variables. The first control variable is the number of times an event took place in 2017. People can draw lessons from experiences. These experiences will ultimately promote behavioral changes to improve the organization and satisfaction of the team (Ellis and Davidi, 2005). So, the number of times an event took place has to be considered as a control variable and will be measured as a continuous variable. The second control variable will be gender. De Bruine (2002) found that

people were more trusting of people who resembled them. According to this pattern, it could be expected that there will be more trust among team members with the same gender. Therefore, gender is considered as a control variable. The data has been converted into a dummy variable, in which 1 = team members have the same gender and 2 = team members do not have the same gender.

Appendix II includes an overview of the operationalization of all variables and shows the questionnaire items that belong to this research.

### **3.6 Preliminary data analysis**

This research studies team level phenomena. Since individual questionnaire responses are collected, the individual data is aggregated to the team level. The aggregation of the data made it possible to use lower level information to make inferences about a higher-level construct. A composition model describes how a construct that is operationalized at one level is related to another form of that construct at a different level (James, 1982; Rousseau, 1985). The most common composition model in organizational research is the direct-consensus model (Van Mierlo, Vermunt, and Rutte, 2009), which is also used in this research. The direct-consensus composition includes two steps. First, the two constructs were defined and operationalized (one at the lower and one at the higher level). In this research, individual responses to a measure are used to operationalize individual level scores (e.g. individual trust level), and team scores are operationalized as the average of the individual responses within a team (e.g. intrateam trust). Second, the conditions under which the individual scores can be aggregated are specified. To ensure the reliability, it is determined that the minimum response per team had to be at least 50 percent for averaging the individual responses to team-level scores in this research (Wasserman and Faust, 1994). Furthermore, it is checked that the individual team members provide similar responses to the measures. Therefore, it can be stated that it is allowed to describe the group by its average score (Van Mierlo et al., 2009). Appendix II includes an example of the spreadsheets to illustrate how the data is stored.

After aggregating the data, analyses were done to check for outliers, normality, linearity, and multicollinearity. The linearity is checked by looking at the Normal Probability Plot. Appendix II shows the Normal Probability Plot. The Normal Probability Plot showed a straight line from bottom left to top right, which indicates a linear positive relationship between the variables

(Pallant, 2016). This linear relationship also indicates that there are no major deviations from normality (Pallant, 2016). The scatterplot is used to check for outliers. Appendix II shows the scatterplot. The most scores are roughly rectangularly distributed and concentrated in the center (along the 0 point). There is no violation of homoscedasticity. Three data points are more concentrated to the left of the scatterplot. According to Tabachnick and Fidell (2013), data points that have a standardized residual of more than 3.3 or less than -3.3 are outliers. Since these data points do not exceed the standardized residual of more than 3.3 or less than -3.3, it is decided not to delete or recode these data points.

The correlations between the variables in this research are presented in Table 1 on page 22. The independent variable intrateam trust showed a positive correlation with the dependent variable team satisfaction (.266, above .3 is preferable). Multicollinearity refers to the relationship among the independent variables (Pallant, 2016). According to Pallant (2016), correlations among independent variables above .7 could indicate multicollinearity. The highest correlation is -.349 (between the number of times the event took place and team satisfaction), stating no indication for multicollinearity. The Tolerance and VIF (Variance Inflation Factor) values were also checked. Three variables showed a Tolerance value below .10 and a VIF value above 10, which could be an indicator for multicollinearity. These exceeding values are probably the case of adding the interaction term into the model.

A principal component analysis was done to transform the original variables (intrateam trust, team satisfaction, and team size) into a smaller set of components. A non-rotated, as well as an Oblimin and Varimax rotation, were performed. Since the correlation matrix of the Oblimin rotation showed correlations above .3 and a simpler structure, the Oblimin rotation is most appropriate in this research. The KMO value was .499, undercutting the recommended value of 0.6 (Pallant, 2016). A reason why the KMO value does not meet the recommend value could be due to the small N in this research (N=23). Barlett's Test of Sphericity was significant (.000), which supports the factorability. The factor analysis found that the five items loaded on two components. Kaiser's criterion also showed two components that have an eigenvalue of one or more and explained a total of 70,5% of the variance.

## 4. Results

### 4.1 Descriptive statistics

Table 1 shows the mean, standard deviation, minimum and maximum values, and correlations among the variables. There were 23 event teams included in this research ( $N=23$ ). The standard deviation shows the presence of variance in answers. The standard deviations of the variables vary from .429 to 13.512. Preliminary analysis showed that there is no violation of the assumptions of outliers, normality, linearity, and homoscedasticity. Furthermore, all variables were continuous or dichotomous variables. Therefore, it was allowed to calculate the correlations among the variables. Since it assumed a linear relationship, Pearson  $r$  is appropriate to use (Pallant, 2016). Only two correlations were found significant. The first significant correlation (.497\*) indicates a positive relationship between intrateam trust X team size and intrateam trust. The second significant correlation (.964\*\*) indicates a positive relationship between intrateam trust X team size and team size. According to Cohen (1988), the strength of this correlation can be seen as large ( $r = .50$  to  $r = 1.0$ ), indicating quite a strong relationship between the variables. These strong correlations are due to the composition of the interaction term (intrateam trust X team size), which is by definition more or less correlated with its constituent variables intrateam trust and team size. No other significant correlations were found.

Table 1. Descriptive statistics.

| Variables                                          | N  | Means  | SD     | Min  | Max   | $r$  |       |       |        |      |   |
|----------------------------------------------------|----|--------|--------|------|-------|------|-------|-------|--------|------|---|
|                                                    |    |        |        |      |       | 1    | 2     | 3     | 4      | 5    | 6 |
| 1. Gender<br>(not same gender) <sup>n</sup>        | 23 | 1.348  | .487   | 1.00 | 2.00  | -    |       |       |        |      |   |
| 2. Number of times the<br>event took place in 2017 | 23 | 6.870  | 13.512 | 1.00 | 52.00 | .125 | -     |       |        |      |   |
| 3. Intrateam trust                                 | 23 | 4.384  | 0.429  | 3.25 | 5.00  | .165 | .212  | -     |        |      |   |
| 4. Team size                                       | 23 | 3.000  | 0.853  | 2.00 | 4.00  | .000 | .122  | .258  | -      |      |   |
| 5. Intrateam trust X team<br>size                  | 23 | 13.240 | 4.165  | 6.50 | 19.32 | .059 | .167  | .497* | .964** | -    |   |
| 6. Team satisfaction                               | 23 | 4.177  | 0.480  | 3.25 | 5.00  | .128 | -.349 | .266  | .064   | .122 | - |

\* Correlation is significant at the 0.05 level (2-tailed) \*\* Correlation is significant at the 0.01 level (2-tailed)

<sup>n</sup> Same gender is reference category

## 4.2 Hierarchical regression

A hierarchical regression was conducted to test the two hypotheses of this research. Using a hierarchical regression means that the variables will be entered in steps in a predetermined order (Pallant, 2016). The variables in this research were entered in four steps. First, gender and the number of times the event took place in 2017 were entered as control variables. In the second step, intrateam trust (independent variable) was entered. In the third step, team size (moderator variable) was entered. In the fourth step, the control variables, independent variable as well as the interaction term were entered. Table 2 shows the results of the hierarchical regression analysis.

Table 2. Results of hierarchical regression.

| Dependent variable: team satisfaction |                    |         |              |         |
|---------------------------------------|--------------------|---------|--------------|---------|
|                                       | H1 Intrateam trust |         | H2 Team size |         |
| Predictor variables                   | Model 1            | Model 2 | Model 3      | Model 4 |
| <b>Control variables</b>              |                    |         |              |         |
| Gender (not same gender) <sup>n</sup> | .175               | .127    | .129         | .156    |
| Times event took place                | -.371              | -.437*  | -.439        | -.440   |
| <b>Independent variable</b>           |                    |         |              |         |
| Intrateam trust                       |                    | .338    | .330         | .797    |
| Team size                             |                    |         | .033         | 1.622   |
| <b>Interaction variable</b>           |                    |         |              |         |
| Intrateam trust x Team size           |                    |         |              | -1.774  |
| <b>Adjusted R Square</b>              |                    |         |              |         |
|                                       | .067               | .142    | .096         | .062    |
| <b>F</b>                              | 1.794              | 2.213   | 1.581        | 1.290   |
| <b>F Change</b>                       | 1.794              | 2.740   | .024         | .352    |

*N* = 23 for both hypotheses

\*  $p < .05$

<sup>n</sup> Same gender is reference category

**Control variables.** In the first model, the number of times an event took place in 2017 made the strongest unique contribution to explaining team satisfaction ( $\beta = -.371$ ). Gender shows a lower beta value ( $\beta = .175$ ), indicating that it made less of a unique contribution. The two control variables were not statistically significant ( $p > .05$ ). The Adjusted R Square of the first model

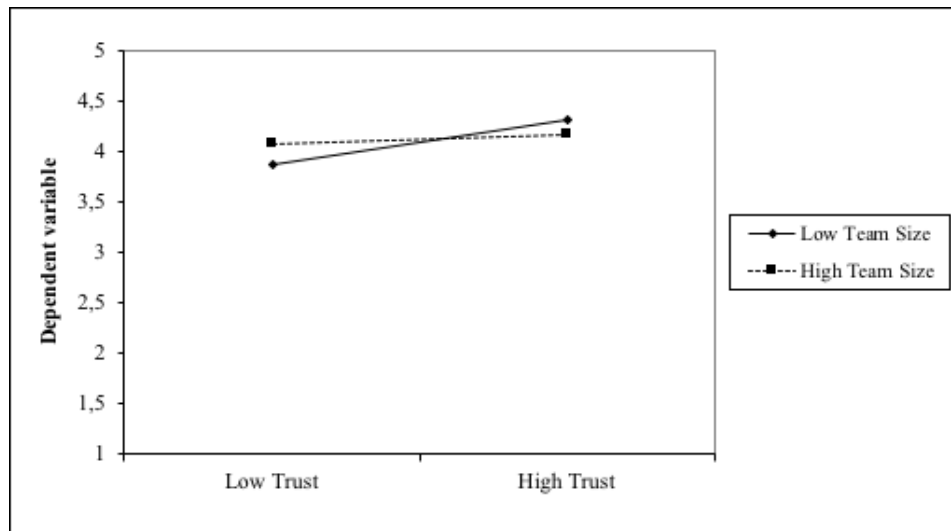
is .067, indicating that 6.7 percent of the variance in team satisfaction is explained by the first model. Also the contribution of the whole model is not statistically significant ( $F$  and  $F$  Change = 1.794,  $p > .05$ ).

***Intrateam trust.*** In model 2, the control variables as well as the independent variable are included. Only the number of times an event took place in 2017 made a unique significant contribution to the prediction of team satisfaction (sig. 044,  $p < .05$ ). The Adjusted R Square value of model 2 is .142. This value indicates that an additional 14.2 percent of the variance in team satisfaction is explained by model 2, even when the effect of gender and the times an event took place are statistically controlled for. As expected, the beta value of intrateam trust ( $\beta = .245$ ) indicates a positive relationship between intrateam trust and team satisfaction. This suggests that an increase in intrateam trust leads to an increase in team satisfaction. However, intrateam trust does not make a unique statistically significant contribution. Therefore, hypothesis 1 is not confirmed. The model as a whole is not significant as well ( $F = 2.213$ ,  $p > .05$ ).

***Team size.*** In model 3, the moderator variable was added to the model. There is no variable in the model that makes a statistically significant contribution to the prediction of team satisfaction. Team size showed a low beta value ( $\beta = .033$ ), indicating that the unique contribution of team size is very small. The Adjusted R Square for model 3 is .096, which indicates that this model explains an additional 9.6 percent of the variance in team satisfaction. The model as a whole is not significant ( $F = 1.581$ ,  $p > .05$ ).

***Intrateam trust X team size.*** The interaction effect was introduced in model 4. None of the variables made a unique statistically significant contribution to the prediction of team satisfaction. The total variance explained by the model as a whole was 6.2 percent (Adjusted R Square = .062). The beta value of intrateam trust X team size is  $\beta = -1.599$ . As expected the beta had a negative value which indicates that an increase in team size weakens the relationship between intrateam trust and team satisfaction. Figure 2 (p. 25) also suggests the interaction effect (the lines intersect). The figure showed a positive relationship between intrateam trust and team satisfaction when team size is small (Low Team Size). The relationship between intrateam trust and team satisfaction is weaker when team size is large (High Team Size). However, the interaction effect is not found significant. Therefore, hypothesis 2 is not confirmed.

Figure 2. Interaction plot.



*Dependent variable: team satisfaction.*

**Robustness check.** There are two different groups of people included in this research: contact persons from the library and contact persons from partner organizations. An independent t-test is performed to compare the mean scores between the two different groups of respondents. The Sig. (2-tailed) showed a value of .576, indicating that there is no significant difference between the mean scores on the dependent variable for each of the two groups ( $p > .05$ ).

## **5 Discussion**

This research has examined the relationship between intrateam trust and team satisfaction, and to what extent this relationship is moderated by team size in interorganizational nonprofit teams. The empirical setting of this research was the Library of Middle-Brabant. Theories about intrateam trust, team satisfaction, and team size are used to develop hypotheses. The hypotheses are tested by making use of questionnaires. It was hypothesized that a higher level of intrateam trust leads to a higher level of team satisfaction. No statistically significant evidence was found for this hypothesis. Furthermore, it was hypothesized that an increase in team size weakens the relationship between intrateam trust and team satisfaction. No statistically significant evidence was found for this hypothesis as well.

### **5.1 Theoretical implications intrateam trust**

Based on the literature reviews, it was expected that intrateam trust would contribute significantly to the explanation of team satisfaction. However, the results did not show a statistically significant effect. This does not immediately mean that the supposed effect is not there. The results of this research seem to suggest a positive relationship between intrateam trust and team satisfaction. This result point in the same direction as was expected in this research and found by other researchers (Snively and Tracy, 2002; Vangen and Huxham, 2003; Volery and Mensik, 1998). It makes clear that we are looking in the right direction. Compared to other studies on intrateam trust, researchers frequently emphasize two distinct foundations of trust: affective and cognitive trust (Erdem and Ozen, 2003; Webber, 2008). Affective trust can be explained as the belief in reciprocal concern or emotional bonds that bind team members together (Pinto, Slevin, and English, 2009). Cognitive trust is perceived as the belief in the others' ability, dependability, or competence to perform a task for the mutual advantage of all team members (Pinto et al., 2009). Erdem and Ozen (2003) found evidence that teams which show high levels on trust, both affective and cognitive dimensions of trust, are more satisfied. Webber (2008) also examined both affective and cognitive trust and found that affective trust has a stronger positive relationship with team satisfaction than cognitive trust. In this research, the items used for the measurement of trust are only affective oriented (in order to create a suitable length of the questionnaires). Additions to the model that is used in this research could be made by a more complete conceptualization of intrateam trust. Adding a cognitive dimension could result in more accurate predictions of the model, and therefore different results.

## **5.2 Theoretical implications team size**

In contrast to previous studies (Sato, 1988; Robson et al., 2008), the results of this research did not show a statistically significant effect for the moderating role of team size on the relationship between intrateam trust and team satisfaction. However, the results seem to indicate that an increase in team size weakens the relationship between intrateam trust and team satisfaction. The minimal team size variance in this research could be the cause of not finding a significant moderating relationship. In the total sample of this research, team sizes could vary between 2 and 15 team members. Since the response per team should be at least 50 percent to include the team in the analysis (Wasserman and Faust, 1994), only teams between 2 and 4 members were included in the analysis. Compared to other studies, Sato (1988) and Robson et al. (2008) used a broader range and did find significant evidence. So, future research should take into account that more variation in team sizes could be necessary to find significant results. Furthermore, this research contributes to the existing literature by studying the specific context of interorganizational teams in nonprofit contexts. To the best of my knowledge, no research has explicitly related the concept of team size to the trust-satisfaction relationship in interorganizational nonprofit teams. Therefore, the second hypothesis in this research was based on studies from other contexts, namely social dilemma areas (Sato, 1988) and profit areas (Robson et al., 2008). This could be an indication why no significant results are found. Nevertheless, the results of this research do seem to indicate that an increase in team size weakens the relationship between intrateam trust and team satisfaction. This suggested direction is in line with those of previous studies in the social dilemma and profit contexts (Sato, 1988; Robson et al., 2008). Therefore, this research can be an important starting point for follow-up research on this topic in interorganizational nonprofit contexts. With the results of this research in mind, similar studies can be carried out in the future to examine whether team size indeed moderates the relationship between intrateam trust and team satisfaction in interorganizational nonprofit teams.

### 5.3 Limitations

**Cross-sectional design.** Although it is tried to avoid shortcomings as much as possible, there are some limitations in this research. The first limitation of this research is the cross-sectional design that is used. Since the data is collected at a single point in time, it is impossible to show a causal relationship between the variables. In this research, the relationship between intrateam trust and team satisfaction was examined. Jones and George (1988) stated that trust evolves and changes over time. Trust can spiral upwards as well as downwards through behavioral exchanges (Jones and George, 1988). Due to the cross-sectional design, these fluctuations are not included in this research. Future research could test the findings in a longitudinal research. Since longitudinal research involves repeated data gathering for the same variables over a longer period of time, longitudinal research makes it possible to determine when changes in intrateam trust occur.

**One single method.** The second limitation of this research is that the data is collected through to use of one single method, namely questionnaires. Anonymous questionnaires are appropriate to collect data about a sensitive topic, like intrateam trust. Additional interviews could bias the results due to respondents who gave not truthful answers. Therefore, a well-considered consideration has been made by using only questionnaires. However, common-method bias could occur due to the use of one single method. As a result, the findings in this research should be interpreted with some caution. The design of future research could be aimed at reducing or preventing the possible negative effects of common method bias by the use of multiple methods.

**Sample size.** The third limitation of this research is the small sample size ( $N = 23$ ). Team analysis requires a high response of minimal 50 percent participation (Wasserman and Faust, 1994). If this response rate was not met, the team was dropped from analysis because it was far from clear how team members felt about the internal team functioning. The small sample size could be the cause for not finding statistically significant evidence for the hypotheses of this research. Conducting this research with a larger sample size could have generated more accurate results. Furthermore, the small sample size reduces the external validity due to the limited generalizability of this research. Given the small sample size, no broadly substantiated statements can be made about the meaning of the results of this research. Therefore, it is recommended to do similar research in the future with larger sample sizes.

## **5.4 Managerial implications**

This research has some practical relevance for managers whose employees engage in interorganizational nonprofit teams, or when they have the intention to do so in the future. This research seems to indicate that a higher level of intrateam trust leads to a higher level of team satisfaction. According to Erdem and Ozen (2003), trust is not merely an individual responsibility of the team member, but also a managerial responsibility. Managers should stimulate behavior that creates and encourages an environment in which team members are supported to trust. For example, managers could do this by promoting open dialogue standards among team members through team meetings, formulating shared goals, and developing a common team culture (Axelsson and Axelsson, 2006). Next to this, this research seems to suggest that an increase in team size weakens the relationship between intrateam trust and team satisfaction. Taken this into account, managers should make a careful consideration when deciding in which teams they will engage or whether it is necessary to increase team size. It is best to keep a team as small as possible.

## 6 Conclusion

The aim of this research was to extend the existing literature about the effect of intrateam trust on team satisfaction, and de moderating role of team size. This research has related these concepts to the specific context of interorganizational nonprofit teams. The research was focused on answering the following research question:

*“To what extent does intrateam trust have an effect on team satisfaction, and to what extent is this relationship moderated by team size?”*

Although the results seem to indicate a positive relationship between intrateam trust and team satisfaction, the effect was not found statistically significant. Furthermore, the results seem to indicate that an increase in team size weakens the relationship between intrateam trust and team satisfaction. However, the moderating effect was not found statistically significant as well. Since the results seem to suggest that we are searching in the right direction, this research can be an important starting point for follow-up research on this topic in interorganizational nonprofit teams. Managers in nonprofit organizations whose employees engage in interorganizational teams, or when they have the intention to do so in the future, can take the results of this research into account. They should stimulate a trusting climate and should keep their teams as small as possible. As was said in the introduction, the eleven best soccer players in the world would probably not make a satisfied soccer team. Like in soccer, the satisfaction of interorganizational nonprofit teams also depends on team values and circumstances.

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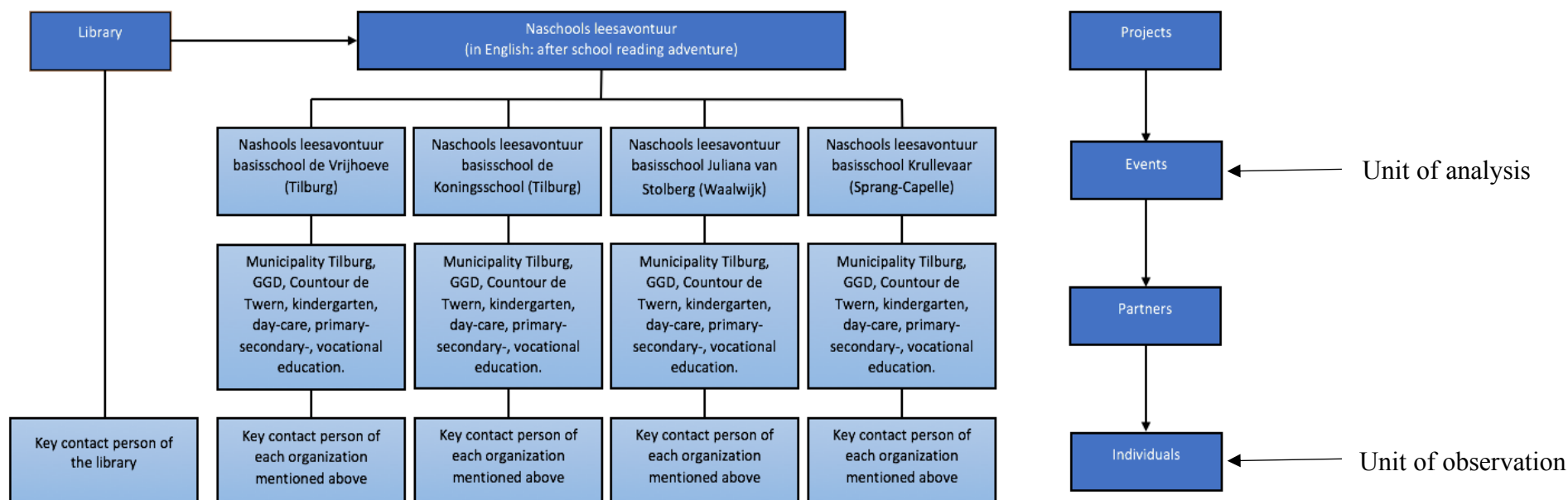
## **Appendix I Empirical setting**

### **Additional information about the Library of Middle-Brabant**

The Library of Middle Brabant (hereafter: the library) is the biggest cultural institution in its work area: Tilburg, Loon op Zand, Oisterwijk, Goirle, Hilvarenbeek, and Waalwijk. The library has 165 employees, who work across 15 locations. As public Library, they provide people with information, education, and culture. The library wants to strengthen their social impact and will focus on connection and co-creation with their environment. Besides co-creation with citizens, the library wants to enter strategic partnerships with educational, social, and cultural partners. In this way, the library will enlarge their collection and connect with their environment in an innovative and integrative manner (Bibliotheek Midden-Brabant, w.d.).

## Example project

The diagram below shows an example of a project the library engages in. The project is called the ‘after school reading adventure’ (in Dutch: naschools leesavontuur). First, multiple events take place within one project (e.g. the ‘after school reading adventure’ will be held multiple times in different cities). Second, these events are organized by multiple organizations in collaboration with the library. Third, within each organization, there will be a key contact person. This contact person is occupied with being in contact with the other organizations within the event. I checked that the contact persons are those who were actually involved in the event. The unit of analysis in this research is the event team; that is, all variables in my conceptual model concern the event team. The unit of observation will be the individual (i.e. key contact person of all organizations) that take part in the event team, including the key contact person of the library.



**Questionnaires**

## **Netwerkonderzoek Bibliotheek Midden-Brabant (partners)**

Beste deelnemer,

Bedankt voor het openen van deze enquête. De Bibliotheek Midden-Brabant is een samenwerking gestart met de Tilburg University om te onderzoeken of de evenementen/activiteiten die de bibliotheek organiseert in samenwerking met haar partners effectief zijn en welke invloed het heeft op de gemeenschap.

Om dit te onderzoeken, vragen wij u om bijgaande vragenlijst in te vullen. Het invullen duurt maximaal een kwartier. De verworven gegevens zullen op een anonieme manier verwerkt worden. De vragen hebben betrekking op alle evenementen/activiteiten in samenwerking met de bibliotheek in het jaar 2017.

Indien u geïnteresseerd bent in de resultaten van het onderzoek, kunt u aan het einde van de vragenlijst uw e-mail doorgeven. Wij zullen na afloop van het onderzoek een artikel naar u sturen.

Voor eventuele vragen, kunt u mailen naar Els Liebrechts.

Alvast hartelijk bedankt voor uw deelname!

Studenten van Tilburg University (Master Organization Studies)

Q1 De naam van uw organisatie: \_\_\_\_\_

Q2 Onder welke categorie valt uw organisatie?

- ☐ Onderwijsinstelling
- ☐ Overheidsinstelling
- ☐ Culturele instelling
- ☐ Sociale- en welzijnsinstelling
- ☐ Zakelijke instelling
- ☐ Sponsor
- ☐ Anders, \_\_\_\_\_

Q3 Uw functie in uw organisatie: \_\_\_\_\_

Q4 Hoeveel mensen werkten er ongeveer in uw organisatie in 2017?

- ☐ Minder dan 50
- ☐ Tussen de 50 en 250
- ☐ Meer dan 250

Q5 Hoe lang werkt u al samen met de Bibliotheek Midden-Brabant?

- ☐ 6 maanden of minder
- ☐ 12 maanden of minder
- ☐ 24 maanden of minder
- ☐ 36 maanden of minder
- ☐ Meer dan 36 maanden

Q6 Hoe beoordeelt u in het algemeen de Bibliotheek Midden-Brabant als partner?

|                       | Slecht                | Matig                 | Voldoende             | Goed                  | Uitstekend            |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Toegankelijkheid      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Deskundigheid         | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Snelheid van handelen | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Betrouwbaarheid       | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Daadkracht            | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Q7 Hoe belangrijk zijn onderstaande redenen voor uw organisatie om samen te werken met de Bibliotheek Midden-Brabant?

|                                 | Ze<br>er<br>onbelangrijk | Onbelangrijk          | Neutraal              | Belangrijk            | Ze<br>er<br>belangrijk |
|---------------------------------|--------------------------|-----------------------|-----------------------|-----------------------|------------------------|
| Bereiken van nieuwe doelgroepen | <input type="radio"/>    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>  |
| Behalen van kostenvoordelen     | <input type="radio"/>    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>  |
| Ontwikkelen van nieuwe kennis   | <input type="radio"/>    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>  |
| Externe druk om samen te werken | <input type="radio"/>    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>  |

Hierna volgen een aantal vragen over de evenementen/activiteiten waar u aan mee heeft gewerkt in het jaar 2017. Indien u aan meerdere evenementen/activiteiten heeft meegewerkt, graag alle evenementen/activiteiten apart beoordelen. Er worden nieuwe antwoordpagina's geladen.

Q8 Naam van het event/activiteit: \_\_\_\_\_

Q9 Wat is uw rol in het event/activiteit? \_\_\_\_\_

Q10 Doel van het event/activiteit: \_\_\_\_\_

Q11 Hoe vaak heeft dit event/activiteit zich herhaald in 2017? \_\_\_\_\_

Q12 Hoeveel bezoekers heeft elke herhaling van het event/activiteit bereikt? (Graag per herhaling aangeven)

- ☐ Herhaling 1: \_\_\_\_\_
- ☐ Herhaling 2: \_\_\_\_\_
- ☐ Herhaling 3: \_\_\_\_\_
- ☐ Herhaling 4: \_\_\_\_\_
- ☐ Herhaling 5: \_\_\_\_\_
- ☐ Herhaling 6: \_\_\_\_\_

Q13 Wie nam het initiatief voor het event/activiteit?

- ☐ Uw organisatie
- ☐ Bibliotheek Midden-Brabant
- ☐ Anders, namelijk: \_\_\_\_\_

Q14 Hoeveel mensen in uw organisatie waren er bij het event/activiteit betrokken?

Q15 Wat is de geschatte totale bijdrage van de eigen organisatie aan het event/activiteit?

- ☐ Uren: \_\_\_\_\_
- ☐ Kosten (in €): \_\_\_\_\_
- ☐ Overige, namelijk: \_\_\_\_\_

Q16 Hoeveel verschillende partnerorganisaties, met uw organisatie inbegrepen, waren er bij het event/activiteit betrokken en wie zijn deze?

- ☐ Nummer partnerorganisaties: \_\_\_\_\_
- ☐ Namen partnerorganisaties: \_\_\_\_\_

Q17 In hoeverre is het event/activiteit belangrijk voor uw organisatie?

- ☐ Heel erg onbelangrijk
- ☐ Onbelangrijk
- ☐ Matig
- ☐ Belangrijk
- ☐ Heel erg belangrijk

Q18 In hoeverre behoort het event/activiteit tot uw core-business?

- ☐ Totaal niet
- ☐ Bijna niet
- ☐ Een beetje
- ☐ Best veel
- ☐ Heel erg

Q19 Geef aan in hoeverre u het eens bent met de volgende stellingen. Als er wordt gesproken over een eventteam dan bedoelen we het team bestaande uit de hoofdcontactperso(n)en van alle organisaties die aan het event/activiteit hebben meegewerkt.

|                                                          | Zeer mee<br>oneens    | Mee oneens            | Neutraal              | Mee eens              | Zeer mee<br>eens      |
|----------------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Ik geloof dat we elkaar vertrouwen in dit eventteam      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Ik kon rekenen op andere mensen binnen dit eventteam     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Ik doe vaak mee aan kennisuitwisseling in dit eventteam  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Ik deel mijn kennis met andere leden van dit eventteam   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Onze samenwerking met het eventteam was succesvol        | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| We zijn tevreden met de uitkomsten van deze samenwerking | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Q20 Hoe beoordeelt u de voortgang van het event/activiteit?

- ☐ Slecht
- ☐ Matig
- ☐ Voldoende
- ☐ Goed
- ☐ Zeer goed

Q21 Heeft u in 2017 aan meer evenementen/activiteiten met de bibliotheek samengewerkt?

☐ Nee **(respondent wordt doorverwezen naar Q81)**

☐ Ja **(respondent wordt doorverwezen naar Q8)**

Q81 Hieronder ziet u een lijst met partners waar de Bibliotheek Midden-Brabant mee samenwerkt. Wilt u per partner aangeven of u zelf ook met deze partner samenwerkt of dat u graag met deze partner zou willen samenwerken

|                         | Mijn organisatie werkt al met deze partner | Mijn organisatie wil graag samenwerken met deze partner | Niet van toepassing   |
|-------------------------|--------------------------------------------|---------------------------------------------------------|-----------------------|
| Alzheimer Nederland     | <input type="radio"/>                      | <input type="radio"/>                                   | <input type="radio"/> |
| Books4life              | <input type="radio"/>                      | <input type="radio"/>                                   | <input type="radio"/> |
| Buurtsport              | <input type="radio"/>                      | <input type="radio"/>                                   | <input type="radio"/> |
| CAST                    | <input type="radio"/>                      | <input type="radio"/>                                   | <input type="radio"/> |
| Cobbenhagen Center      | <input type="radio"/>                      | <input type="radio"/>                                   | <input type="radio"/> |
| Contour de Twern        | <input type="radio"/>                      | <input type="radio"/>                                   | <input type="radio"/> |
| Creative Coding Tilburg | <input type="radio"/>                      | <input type="radio"/>                                   | <input type="radio"/> |
| Erfgoed Partners        | <input type="radio"/>                      | <input type="radio"/>                                   | <input type="radio"/> |
| Fontys                  | <input type="radio"/>                      | <input type="radio"/>                                   | <input type="radio"/> |
| Tilburg University      | <input type="radio"/>                      | <input type="radio"/>                                   | <input type="radio"/> |
| NWE Vorst               | <input type="radio"/>                      | <input type="radio"/>                                   | <input type="radio"/> |
| Paradox                 | <input type="radio"/>                      | <input type="radio"/>                                   | <input type="radio"/> |
| Samen Top               | <input type="radio"/>                      | <input type="radio"/>                                   | <input type="radio"/> |

|                   |                       |                       |                       |
|-------------------|-----------------------|-----------------------|-----------------------|
| Stadsmuseum       | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Stichting Senia   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Taalvrijwilligers | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Theaters Tilburg  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Tilt              | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Vluchtelingenwerk | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| ZZPermee          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

De volgende vragen zijn meer persoonlijk gericht en hebben betrekking op uw gedrag in de werkomgeving binnen uw eigen organisatie met uw collega's. Denk hierbij aan situaties waarbij u met anderen samenwerkt.

Q82 Beoordeel de volgende stellingen:

|                                                                                                                | Nooit                 | Bijna nooit           | Soms                  | Vaak                  | Altijd                |
|----------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| In welke mate behaalt u uw gewenste doelen door uw collega's te vertellen wat ze moeten doen?                  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| In welke mate behaalt u uw gewenste doelen door uw collega's vrij te laten om hun eigen beslissingen te nemen? | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| In welke mate gebruikt u onderhandelingstechnieken om uw gewenste doelen te behalen?                           | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| In welke mate overlegt u met collega's voordat uzelf een beslissing neemt om uw gewenste doelen te behalen?    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Q83 Mocht u nog opmerkingen hebben of uw antwoorden willen nuanceren, dan kunt u dat hieronder aangeven:

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Q84 In het geval u geïnteresseerd bent in de resultaten van het onderzoek, kunt u hier uw email adres opgeven:

---

# Vragenlijst netwerkonderzoek Bibliotheek Midden-Brabant - medewerkers

Beste deelnemer,

Bedankt voor het openen van deze enquête. De Bibliotheek Midden-Brabant is een samenwerking gestart met Tilburg University om te onderzoeken of de evenementen/activiteiten die de bibliotheek organiseert in samenwerking met haar partners effectief zijn en welke invloed het heeft op de gemeenschap.

Om dit te onderzoeken, vragen wij u om bijgaande vragenlijst in te vullen. Het duurt ongeveer tussen de 5 en 15 minuten. De verworven gegevens zullen op een anonieme manier verwerkt worden. De vragen hebben betrekking op alle evenementen/activiteiten in samenwerking met partners in het jaar 2017.

Voor eventuele vragen, kunt u mailen naar Els Liebrechts.

Alvast hartelijk bedankt voor uw deelname!

Studenten van Tilburg University (Master Organization Studies)

Q1 Wat is uw functie binnen de bibliotheek? \_\_\_\_\_

Hierna volgen een aantal vragen over de evenementen/activiteiten waar u aan mee heeft gewerkt in het jaar 2017. Indien u aan meerdere evenementen/activiteiten heeft meegewerkt, graag alle evenementen/activiteiten apart beoordelen. Er worden nieuwe antwoordpagina's geladen.

Q2 Naam van het event/activiteit: \_\_\_\_\_

Q3 Wat is uw rol in het event/activiteit? \_\_\_\_\_

Q4 Doel van het event/activiteit: \_\_\_\_\_

Q5 Hoe vaak heeft dit event/activiteit zich herhaald in 2017? \_\_\_\_\_

Q6 Hoeveel bezoekers heeft elke herhaling van het event/activiteit bereikt? (Graag per herhaling aangeven)

☐ Herhaling 1: \_\_\_\_\_

☐ Herhaling 2: \_\_\_\_\_

☐ Herhaling 3: \_\_\_\_\_

☐ Herhaling 4: \_\_\_\_\_

☐ Herhaling 5: \_\_\_\_\_

☐ Herhaling 6: \_\_\_\_\_

Q7 Wie nam het initiatief voor het event/activiteit?

☐ Een van de partnerorganisaties, namelijk

☐ Bibliotheek Midden-Brabant

☐ Anders, namelijk: \_\_\_\_\_

Q8 Wat is de geschatte totale bijdrage van de bibliotheek aan het event/activiteit?

☐ Uren: \_\_\_\_\_

☐ Kosten (in €): \_\_\_\_\_

☐ Overig, namelijk: \_\_\_\_\_

Q9 Hoeveel mensen van de bibliotheek waren er bij het event/activiteit betrokken?

---

Q10 Hoeveel verschillende partnerorganisaties, met de bibliotheek inbegrepen, waren er bij het event/activiteit betrokken en wie zijn deze?

☐ Nummer partnerorganisaties: \_\_\_\_\_

☐ Namen partnerorganisaties: \_\_\_\_\_

Q11 Geef aan in hoeverre u het eens bent met de volgende stellingen. Als er wordt gesproken over een eventteam dan bedoelen we het team bestaande uit de hoofdcontactperso(n)en(en) van alle organisaties die aan het event/activiteit hebben meegewerkt.

|                                                                   | Zeer mee<br>oneens    | Mee oneens            | Neutraal              | Mee eens              | Zeer mee<br>eens      |
|-------------------------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Ik geloof dat we<br>elkaar<br>vertrouwen in dit<br>eventteam      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Ik kon rekenen op<br>andere mensen<br>binnen dit<br>eventteam     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Ik doe vaak mee<br>aan<br>kennisuitwisseling<br>in dit eventteam  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Ik deel mijn<br>kennis met andere<br>leden van dit<br>eventteam   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Onze<br>samenwerking<br>met het eventteam<br>was succesvol        | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| We zijn tevreden<br>met de uitkomsten<br>van deze<br>samenwerking | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Q12 Aan welke pijler of pijlers van de Bibliotheek Midden-Brabant draagt het event/activiteit bij?

|                              | Ja                    | Nee                   |
|------------------------------|-----------------------|-----------------------|
| Pijler 1: Zelfredzaamheid    | <input type="radio"/> | <input type="radio"/> |
| Pijler 2: Talentontwikkeling | <input type="radio"/> | <input type="radio"/> |
| Pijler 3: Verbinding         | <input type="radio"/> | <input type="radio"/> |
| Pijler 4: Dichtbij           | <input type="radio"/> | <input type="radio"/> |

Q13 Hoe beoordeelt u de voortgang van het event/activiteit?

- ☐ Slecht
- ☐ Matig
- ☐ Voldoende
- ☐ Goed
- ☐ Zeer goed

Q14 In hoeverre is het event/activiteit belangrijk voor de bibliotheek?

- ☐ Heel erg onbelangrijk
- ☐ Onbelangrijk
- ☐ Matig
- ☐ Belangrijk
- ☐ Heel erg belangrijk

Q15 Heeft u in 2017 aan meer evenementen/activiteiten met partners samengewerkt?

- ☐ Nee **(respondent wordt doorverwezen naar Q71)**
- ☐ Ja **(respondent wordt doorverwezen naar Q2)**

Q71 De volgende vragen zijn meer persoonlijk gericht en hebben betrekking op uw gedrag in de werkomgeving binnen uw eigen organisatie met uw collega's. Denk hierbij aan situaties waarbij u met anderen samenwerkt. Beoordeel de volgende stellingen:

|                                                                                                                | Nooit                 | Bijna nooit           | Soms                  | Vaak                  | Altijd                |
|----------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| In welke mate behaalt u uw gewenste doelen door uw collega's te vertellen wat ze moeten doen?                  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| In welke mate behaalt u uw gewenste doelen door uw collega's vrij te laten om hun eigen beslissingen te nemen? | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| In welke mate gebruikt u onderhandelings technieken om uw gewenste doelen te behalen?                          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| In welke mate overlegt u met collega's voordat uzelf een beslissing neemt om uw gewenste doelen te behalen?    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Q72 Mocht u nog opmerkingen hebben of uw antwoorden willen nuanceren, dan kunt u dat hieronder aangeven:

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## Ethics Review Board



SCHOOL OF SOCIAL AND BEHAVIORAL SCIENCES  
ETHICS REVIEW BOARD

Department of Organization Studies  
Dr. N.R. Barros de Oliveira

|                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|--------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Date                     | Dear Dr. Barros de Oliveira,                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 17 April 2018            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Subject                  | The Ethics Review Board (ERB) has discussed the revision of your research protocol, exempt category 2, with the research questions:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Review research proposal | <ul style="list-style-type: none"><li>• To what extent does knowledge sharing between partners increase partners' collaboration satisfaction, and how does the level of similarity in leadership styles between partners moderate this relationship?</li><li>• To what extent does the reliability of the alter organization increases collaboration satisfaction of the ego organizations, and to what extent does network constraint moderates this relationship?</li><li>• To what extent does the number of participants affect the collaboration effectiveness, and how does the degree of similarity between the participants' leadership styles moderate this relationship?</li><li>• To what extent does trust between team members have an effect on the effectiveness of the collaboration, and how is this relationship moderated by the number of team members involved in the collaboration?</li><li>• To what extent does the level of interpersonal trust influence knowledge sharing behavior in interorganizational project teams and to what extent is this relation moderated by functional diversity?</li></ul> |
| Date of your letter      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 11 April 2018            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Reference                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| EC-2018.EX92             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

and decided that the given suggestions and deliberations are sufficiently dealt with. There are no ethical concerns, so you are allowed to execute your research.

The ERB retains the right to at any time revise its decision regarding the implementation and the WMO status of any research study in response to changing regulations, research activities, or other unforeseen circumstances that are relevant to reviewing any such study. The ERB shall notify the principal researcher of its revised decision and of the reason or reasons for having revised its decision. (WMO: Wet medisch-wetenschappelijk onderzoek met mensen, Medical Research (Human Subjects) Act)

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[www.tilburguniversity.edu](http://www.tilburguniversity.edu)

## TILBURG UNIVERSITY

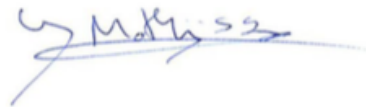
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Reference  
EC-2018.EX92

The Board wants to draw your attention to the terms and conditions in the appendix.

If changes are made to the research protocol, you need to submit an amendment to obtain ethics approval again.

Sincerely,



Dr. J.J.P. (Jolanda) Mathijssen  
Chair Ethics Review Board

Attachment(s)  
1

## TILBURG UNIVERSITY

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Reference  
EC-2018.EX92

### APPENDIX 1

Terms and conditions

**Validity assessment:**

The positive decision will lose its validity if the inclusion of the first subject has not taken place within one year after this decision was taken.

**Amendments:**

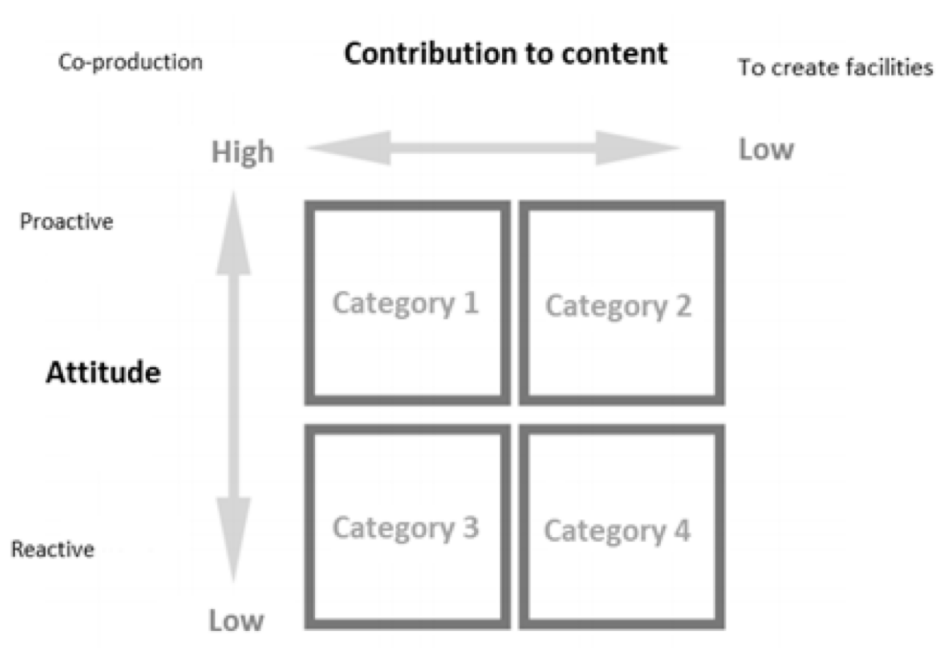
Amendments must be submitted to the ERB.

**Privacy:**

The ERB would like to point out to the researcher that collecting information (encrypted) that cannot be traced back to any person can be subject to the Personal Data Protection Act. If, in the context of scientific research and statistics, fully or partially automated personal data files are created, the main rule is that these files must be reported to the Dutch Data protection Authority (DPA). Please contact the Privacy Officer (Legal Affairs Tilburg University). For more information see:

[https://cbpweb.nl/sites/default/files/downloads/rapporten/rap\\_2002\\_privacy\\_statistiek.pdf](https://cbpweb.nl/sites/default/files/downloads/rapporten/rap_2002_privacy_statistiek.pdf) (in Dutch).

## Classification matrix



### **Category 1 Producing collaboration:**

This type of collaboration applies when the library takes the initiative for the collaboration and when the library has an influence on the program and aim of the event.

### **Category 2 Connecting collaboration:**

This type of collaboration applies when the library takes the initiative for the collaboration but when the library does not have or barely have a role in the execution of the event.

### **Category 3 Executive collaboration:**

This type of collaboration applies when the initiative comes mainly from a partner organization but the execution of the event is mainly done by the library.

### **Category 4 Supporting collaboration:**

This type of collaboration applies when the initiative comes mainly from a partner organization and the library does not or barely influence or participate in the event.

## Operationalization table

| Variable             | Name                                  | Definition                                                                                                                                                                                       | Measurement                                                                                                 | Reference scale                                                                                                                                                                                                                 |
|----------------------|---------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Dependent variable   | Team satisfaction                     | The degree of a member's overall affective evaluation of the team (Shamdasani and Sheth, 1995).                                                                                                  | A five-point Likert scale from Jap (2001). The scale can be found on the next page.                         | Jap, Sandy D. (2001). "Pie Sharing" in Complex Collaboration Contexts", <i>Journal of Marketing Research</i> , 38-86.                                                                                                           |
| Independent variable | Intrateam trust                       | An expectation held by a member that the other members will behave in a mutually acceptable manner, and will act fairly when the possibility for opportunism is present (Sako and Helper, 1998). | A five-point Likert scale from Langfred (2007). The scale can be found on the next page.                    | Langfred, C. W. 2007. The downside of self-management: A longitudinal study of the effects of conflict on trust, autonomy, and task interdependence in self managing teams. <i>Academy of Management Journal</i> , 50: 885-900. |
| Moderator variable   | Team size                             | The number of team members working directly together as a team to achieve a common goal.                                                                                                         | Continuous variable                                                                                         | n/a                                                                                                                                                                                                                             |
| Control variables    | Gender                                | The condition of being male or female.                                                                                                                                                           | Categorical variable (1 = team members have the same gender, 2 = team members do not have the same gender). | n/a                                                                                                                                                                                                                             |
|                      | Number of times the event took place. | The number of times the event took place in 2017.                                                                                                                                                | Continuous variable                                                                                         | n/a                                                                                                                                                                                                                             |

## **Questionnaire items**

### **Intrateam trust**

*Items are measured on a five-point scale: strongly disagree (1) tot strongly agree (7).*

1. Ik geloof dat we elkaar vertrouwden in dit eventteam.
2. Ik kon rekenen op andere mensen binnen dit eventteam.

### **Team satisfaction**

*Items are measured on a five-point scale: strongly disagree (1) tot strongly agree (7).*

1. Onze samenwerking met het eventteam was succesvol.
2. We zijn tevreden met de uitkomsten van deze samenwerking.

### **Team size**

*Item is measured as an open question (two text boxes).*

1. Hoeveel verschillende partnerorganisaties met uw organisatie inbegrepen, waren er bij het event/activiteit betrokken en wie zijn deze?

### **Number of times the event took place**

*Items is measured as an open question (one text box).*

1. Hoe vaak heeft dit event/activiteit zich herhaald in 2017?

## Example spreadsheets

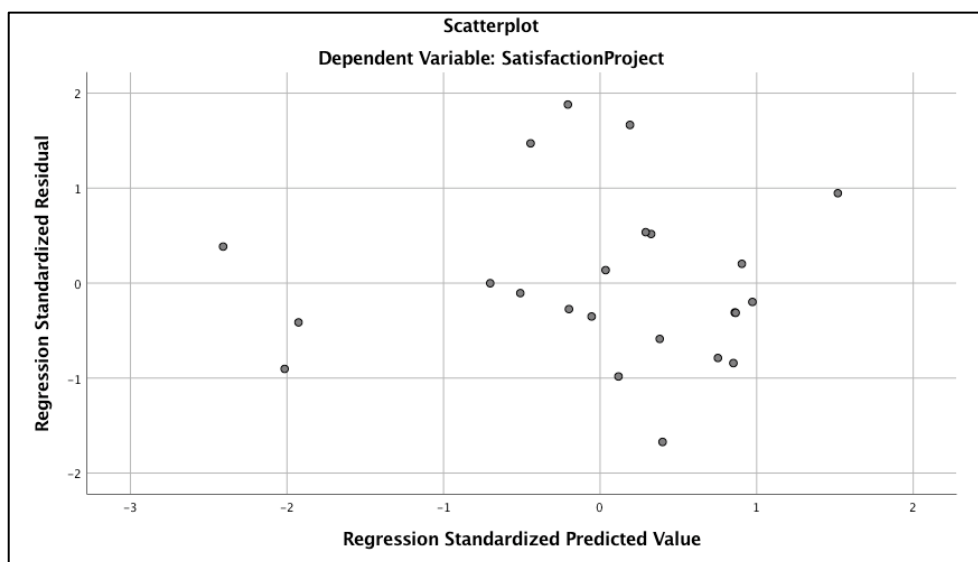
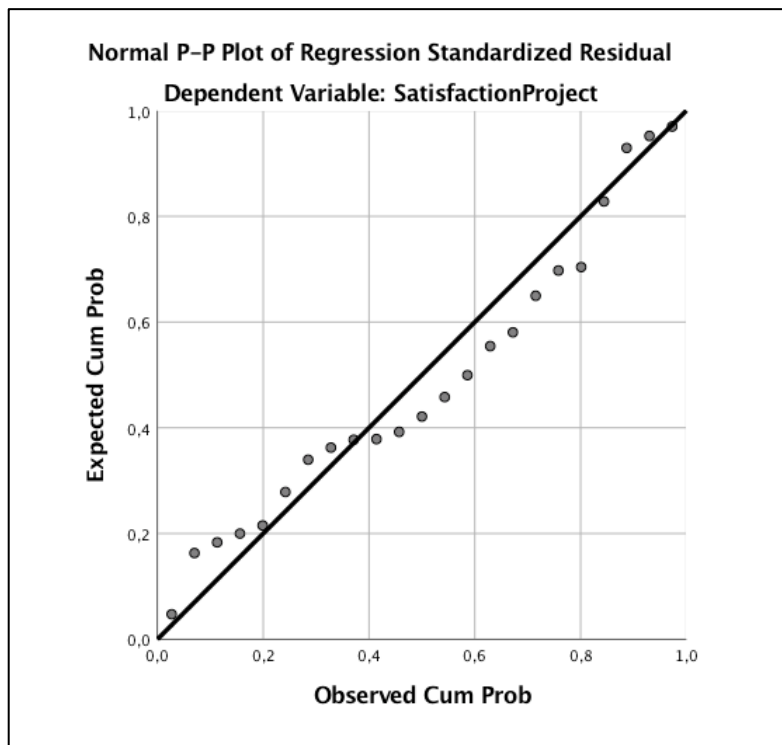
I have added an example of the spreadsheets below to illustrate how I stored the data. My unit of observation is the individual, presented in the rows of the upper table. The unit of analysis in this research is the team level. Therefore, the data is aggregated to the team level. To make this clear, the lower table shows the average scores of the variables per event team. This data is used for conducting the analysis.

| 1  | Respondent of questionnaire      | Event                                   | Team satisfaction DV (item 1) | Team satisfaction DV (item 2) | Intrateam trust IV (item 1) | Intrateam trust IV (item 2) | Team Size MV | Gender | Times event took place |
|----|----------------------------------|-----------------------------------------|-------------------------------|-------------------------------|-----------------------------|-----------------------------|--------------|--------|------------------------|
| 2  | 1                                | Naschools leesavontuur de Vrijhoeve     | 2                             | 2                             | 4                           | 1                           | 5            | Vrouw  | 2                      |
| 3  | 2                                | Naschools leesavontuur de Vrijhoeve     | 3                             | 1                             | 4                           | 2                           | 5            | Man    | 2                      |
| 4  | 3                                | Naschools leesavontuur de Vrijhoeve     | 2                             | 4                             | 4                           | 3                           | 5            | Man    | 2                      |
| 5  | 4                                | Naschools leesavontuur de Koningsschool | 3                             | 3                             | 3                           | 2                           | 6            | Vrouw  | 7                      |
| 6  | 5                                | Naschools leesavontuur de Koningsschool | 2                             | 3                             | 2                           | 3                           | 6            | Vrouw  | 7                      |
| 7  | 6                                | Naschools leesavontuur de Koningsschool | 3                             | 4                             | 5                           | 5                           | 6            | Man    | 7                      |
| 8  | 7                                | Human Library Tilburg                   | 2                             | 3                             | 2                           | 4                           | 7            | Vrouw  | 18                     |
| 9  | 8                                | Human Library Tilburg                   | 4                             | 4                             | 5                           | 5                           | 7            | Man    | 18                     |
| 10 | 9                                | Human Library Waalwijk                  | 3                             | 4                             | 3                           | 3                           | 4            | Vrouw  | 6                      |
| 11 | 10                               | Human Library Waalwijk                  | 3                             | 3                             | 2                           | 3                           | 4            | Vrouw  | 6                      |
| 12 | etc.                             | etc.                                    | etc.                          | etc.                          | etc.                        | etc.                        | etc.         | etc.   | etc.                   |
| 13 |                                  |                                         |                               |                               |                             |                             |              |        |                        |
| 14 | Unit of observation = individual |                                         |                               |                               |                             |                             |              |        |                        |

| 15 | Event                                   | Average Team satisfaction Event | Average Intrateam trust Event | Team Size | Gender Event (1= same, 2 = not the same) | Times event took place |
|----|-----------------------------------------|---------------------------------|-------------------------------|-----------|------------------------------------------|------------------------|
| 16 | Naschools leesavontuur de Vrijhoeve     | 2.33                            | 3.00                          | 5         | 2                                        | 2                      |
| 17 | Naschools leesavontuur de Koningsschool | 3.00                            | 3.33                          | 6         | 2                                        | 7                      |
| 18 | Human Library Tilburg                   | 3.25                            | 4.00                          | 7         | 2                                        | 18                     |
| 19 | Human Library Waalwijk                  | 3.25                            | 2.75                          | 4         | 1                                        | 6                      |
| 20 | etc.                                    | etc.                            | etc.                          | etc.      | etc.                                     | etc.                   |

## Appendix III Findings

### Normal P-P Plot and Scatterplot



## Descriptive Statistics

|                             | Mean    | Std. Deviation | N  |
|-----------------------------|---------|----------------|----|
| Team satisfaction           | 4.1774  | .48018         | 23 |
| Times event took place      | 6.8696  | 13.51196       | 23 |
| Gender                      | 1.3478  | .48698         | 23 |
| Intrateam trust             | 4.3839  | .42900         | 23 |
| Team size                   | 3.0000  | .85280         | 23 |
| Intrateam trust X team size | 13.2422 | 4.16509        | 23 |

## Model Summary

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | R Square Change | F Change | df 1 | df 2 | Sig. F. Change |
|-------|-------------------|----------|-------------------|----------------------------|-----------------|----------|------|------|----------------|
| 1     | .390 <sup>a</sup> | .152     | .067              | .46374                     | .152            | 1.794    | 2    | 20   | .192           |
| 2     | .509 <sup>b</sup> | .259     | .142              | .44480                     | .107            | 2.740    | 1    | 19   | .114           |
| 3     | .510 <sup>c</sup> | .260     | .096              | .45668                     | .001            | .024     | 1    | 18   | .878           |
| 4     | .524 <sup>d</sup> | .275     | .062              | .46512                     | .015            | .352     | 1    | 17   | .561           |

- a. Predictors: (Constant), Gender, Times event took place.
- b. Predictors: (Constant), Gender, Times event took place, Intrateam trust.
- c. Predictors: (Constant), Gender, Times event took place, Intrateam trust, Team size.
- d. Predictors: (Constant), Gender, Times event took place, Intrateam trust, Team size, Intrateam trust X Team Size.
- e. Dependent variable: Team satisfaction.

## ANOVA

| Model    |            | Sum of Squares | df | Mean Square | F     | Sig.              |
|----------|------------|----------------|----|-------------|-------|-------------------|
| <b>1</b> | Regression | .772           | 2  | .386        | 1.794 | .192 <sup>b</sup> |
|          | Residual   | 4.301          | 20 | .215        |       |                   |
|          | Total      | 5.073          | 22 |             |       |                   |
| <b>2</b> | Regression | 1.314          | 3  | .438        | 2.213 | .120 <sup>c</sup> |
|          | Residual   | 3.759          | 19 | .198        |       |                   |
|          | Total      | 5.073          | 22 |             |       |                   |
| <b>3</b> | Regression | 1.319          | 4  | .330        | 1.581 | .222 <sup>d</sup> |
|          | Residual   | 3.754          | 18 | .209        |       |                   |
|          | Total      | 5.073          | 22 |             |       |                   |
| <b>4</b> | Regression | 1.395          | 5  | .279        | 1.290 | .314 <sup>e</sup> |
|          | Residual   | 3.678          | 17 | .216        |       |                   |
|          | Total      | 5.073          | 22 |             |       |                   |

- a. Dependent variable: Team satisfaction.
- b. Predictors: (Constant), Gender, Times event took place.
- c. Predictors: (Constant), Gender, Times event took place, Intrateam trust.
- d. Predictors: (Constant), Gender, Times event took place, Intrateam trust, Team size.
- e. Predictors: (Constant), Gender, Times event took place, Intrateam trust, Team size, Intrateam trust X Team size.

Coefficients table<sup>a</sup>

| Model |                                | Unstandardized<br>B | Coefficients<br>Std. Error | Standardized<br>Coefficients<br>Beta | t      | Sig. | 95.0%<br>Confidence<br>Interval for B |                | Correlations   |         |       |
|-------|--------------------------------|---------------------|----------------------------|--------------------------------------|--------|------|---------------------------------------|----------------|----------------|---------|-------|
|       |                                |                     |                            |                                      |        |      | Lower<br>Bound                        | Upper<br>Bound | Zero-<br>order | Partial | Part  |
| 1     | (Constant)                     | 4.036               | .291                       |                                      | 13.884 | .000 | 3.429                                 | 4.642          |                |         |       |
|       | Times event took place         | -.013               | .007                       | -.371                                | -1.788 | .089 | -.029                                 | .002           | -.349          | -.371   | -.368 |
|       | Gender                         | .172                | .205                       | .175                                 | .842   | .410 | -.255                                 | .599           | .128           | .185    | .173  |
| 2     | (Constant)                     | 2.457               | .994                       |                                      | 2.472  | .023 | .377                                  | 4.537          |                |         |       |
|       | Times event took place         | -.016               | .007                       | -.437                                | -2.152 | .044 | -.031                                 | .000           | -.349          | -.443   | -.425 |
|       | Gender                         | .125                | .198                       | .127                                 | .623   | .535 | -.290                                 | .540           | .128           | .144    | .125  |
|       | Intrateam trust                | .378                | .229                       | .338                                 | 1.655  | .114 | -.100                                 | .857           | .266           | .355    | .327  |
| 3     | (Constant)                     | 2.440               | 1.026                      |                                      | 2.378  | .029 | .285                                  | 4.596          |                |         |       |
|       | Times event took place         | -.016               | .007                       | -.439                                | -2.102 | .050 | -.031                                 | .000           | -.349          | -.444   | -.426 |
|       | Gender                         | .127                | .204                       | .129                                 | .623   | .541 | -.301                                 | .555           | .128           | .145    | .126  |
|       | Intrateam trust                | .369                | .242                       | .330                                 | 1.525  | .145 | -.139                                 | .877           | .266           | .338    | .309  |
|       | Team size                      | .019                | .119                       | .033                                 | .156   | .878 | -.231                                 | .268           | .064           | .037    | .032  |
| 4     | (Constant)                     | .136                | 4.020                      |                                      |        | .034 | .973                                  | -8.344         | 8.617          |         |       |
|       | Times event took place         | -.016               | .008                       | -.440                                | -2.068 | .054 | -.032                                 | .000           | -.349          | -.448   | -.427 |
|       | Gender                         | .154                | .213                       | .156                                 | .726   | .478 | -.294                                 | .603           | .128           | .173    | .150  |
|       | Intrateam trust                | .892                | .914                       | .797                                 | .975   | .343 | -1.037                                | 2.820          | .266           | .230    | .201  |
|       | Team size                      | .913                | 1.512                      | 1.622                                | .604   | .554 | -2.277                                | 4.104          | .064           | .145    | .125  |
|       | Intrateam trust X<br>Team size | -.204               | .345                       | -1.774                               | -.594  | .561 | -.931                                 | .522           | .122           | -.142   | -.123 |

<sup>a</sup>. Dependent Variable: Team satisfaction

## Independent T-Test

### Group statistics

|                   |                       | N  | Mean   | Std. Deviation | Std. Error Mean |
|-------------------|-----------------------|----|--------|----------------|-----------------|
| Team satisfaction | Library               | 23 | 4.1087 | .54265         | .11315          |
|                   | Partner organizations | 25 | 4.2000 | .57735         | .11547          |

### Independent Samples Test

|                   |                             | Levene's Test Equality of Variances |      |       |        | T-Test for Equality of Means |                 |                       | 95% Confidence Interval of the Difference |        |
|-------------------|-----------------------------|-------------------------------------|------|-------|--------|------------------------------|-----------------|-----------------------|-------------------------------------------|--------|
|                   |                             | F                                   | Sig. | t     | df     | Sig. (2-tailed)              | Mean Difference | Std. Error Difference | Lower                                     | Upper  |
| Team satisfaction | Equal variances assumed     | .512                                | .478 | -.563 | 46     | .576                         | -.09130         | .16209                | -.41758                                   | .23497 |
|                   | Equal variances not assumed |                                     |      | -.565 | 45.975 | .575                         | -.09130         | .16167                | -.41673                                   | .23412 |