

Organizational Size, Pay Level Dissatisfaction and Commitment: the Moderating Role of LMX



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Abstract

Small and medium sized enterprises (SME) are a separate field of research, nevertheless differences among SMEs based on size like commitment and pay level dissatisfaction are relatively unknown. This research focuses on the relation between an organization's size and commitment and the mediating role of pay level dissatisfaction. Additionally, Leader-Member exchange (LMX) is included as moderator in the mediation model. Data from 58 Dutch organizations and 436 employees is used for this cross-sectional study. Here, it was found that employees working in smaller SMEs are less committed to the organization due to higher levels of pay level dissatisfaction compared to employees working in larger SMEs. Moreover, it was found that LMX is not able to buffer for the negative consequences of pay level dissatisfaction. However, SMEs should not only focus on a competitive pay rate which leads to less pay level dissatisfaction and more commitment, but also on a high-quality LMX relationship.

Keywords: SME, organizational size, pay satisfaction, commitment, LMX

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Preface

By choosing a thesis topic within the context of SMEs, my main priority was to gain insight in how and to what extent SMEs differ to larger firms. During my short career, I always worked in a SME and noticed that many things work different in these firms than I have learned at school. My intention was to get a deeper insight in how SMEs have a committed workforce even when they have less financial resources available and to create an insight in the variation among SMEs. Especially since SMEs are more accessible to understand than larger firms and my personal interest in how organizations work, created the interest to conduct a research among SMEs within the research field of Human Resources.

Furthermore, I first want to express my gratitude towards my supervisor dr. Brigitte de Kroon. Her kindness, valuable feedback, support and patience during the writing process helped me to finish this thesis and improved my work significantly. Besides, she created a bigger interest on my side in the context of SMEs and the relevance and importance of this field of research on SMEs. At second, I would like to thank my second reader, dr. Christina Meyers, for her critical view and to provide me with helpful feedback to make the best out of my thesis. At last, I would like to thank my relatives and friends for supporting me during my Master's program and especially during the thesis phase.

Introduction

Small and medium sized enterprises (SME) are a separate field of research in economics and also in the field of social studies (de Kok, 2003). In Europe 99.8% of all firms are small (between 10-25 employees) or medium-sized (up to 500 employees) (European Commission, 2002; U.S. International Trade Commission, 2010). Employees working in these firms represent 67% of the full time equivalent workforce in Europe (Eurostat, 2012). Besides, SMEs in Europe account for 57.5% of the gross value added (GVA) of all organizations in Europe and are a substantial part of the European economy (Eurostat, 2012). However, the variation within the group of small- and medium sized organizations is large. The smaller SMEs differ from the larger SMEs in many aspects like culture, formality vs. informality and the number of HR practices they adopt (de Kok, 2003). Therefore, it can be concluded that firm size matters in explaining differences between organizations and especially within the SME context.

In this paper it is assumed that when employees are not satisfied with their pay level, they will be less committed towards the organization. Following this assumption, keeping employees satisfied with their pay is harder for smaller SMEs compared to larger SMEs because of the smaller financial resources these SMEs have (Rauch & Hatak, 2016). Due to these smaller financial resources, smaller SMEs often provide employees with lower wages compared to larger ones. This is also noted by recent graduates who prefer to work in larger firms rather than in small SMEs as they believe that larger firms offer higher salaries and better career development (Moy & Lee, 2002). To elaborate on this reasoning, the assumption can be made that employees working in smaller SMEs are less committed towards the organization due to higher levels of pay dissatisfaction.

Employee commitment is important for any organization no matter their size, since commitment has been related to lower turnover intentions, lower absenteeism and higher organizational citizenship behavior and job performance (Cohen, 1991, 1993; Riketta, 2002). Commitment is related to the desire to stay with the organization and being involved with the organization (Allen & Meyer, 1990). In addition, committed employees are especially important for SMEs since these firms' success relies on a relatively limited employee base (De Clercq & Rius, 2007). How commitment is formed can be explained with satisfaction, which is an important predictor of commitment. In addition, satisfaction with someone's pay level, also affects commitment (Lum et al. 1998; Tang & Chiu, 2003; Van den Berghe & Tremblay, 2008). In this paper, pay level satisfaction will form a key construct and is defined as the "amount of the overall positive or negative affect that individuals have toward their pay" (Miceli & Lane,

1991 p.246). Pay level is one of the four elements of compensation and can be seen as the main element of compensation (Tekleab, Bartol & Liu, 2005).

In contradiction of the assumption that employees working in smaller SMEs are less committed towards the organization, work relationships in smaller firms are often described as being more informal compared to their counter parts. Informal work relationships within SMEs may lead to more and better interactions between leaders and their subordinates (de Clerq & Rius, 2007; Wilkinson, 1999). Moreover, the relation between an employee and his or her manager can be explained by the construct leader-member exchange (LMX), which states that a supervisor (leader) has a unique relation with each member of its team and that those relations vary in quality (Graen & Scandura, 1987). Employees in a high-quality LMX relation experience more support and trust than employees who do not have this relation with their manager, and these high LMX relations may result in closer identification with the organization (Hodson and Sullivan, 1985). Therefore, this study assumes that a strong LMX relationship may compensate for the effect of pay dissatisfaction on commitment so that pay dissatisfaction will not always lead to less commitment among employees in smaller SMEs compared to the larger ones.

The first contribution of this study to the academic literature is the inclusion of organizational size in the relation between pay level dissatisfaction and commitment. In previous research, a negative relation between pay dissatisfaction and commitment was found among large organizations which indicates the importance of a proper pay level (Van den Berghe & Tremblay, 2008; Ben Ayed, Van den Berghe & Panaccio, 2012). This study includes the effect of size on this relation because of the focus on SMEs and the differentiation among SMEs, which has not been researched before. Second, this study contributes to the field of research among SMEs by adding LMX as a moderator to substitute the lower levels of commitment due to higher levels of pay dissatisfaction among employees in SMEs. It was found that team-like working conditions and a close and personal interaction style, which can be described as informality (Kroon, van de Voorde & Timmers, 2012), have its influence on employee outcomes. Now, the role of LMX will be explored to see if the influence of a good relation between an employee and his or her leader can compensate for the lack of a proper wage which results in more pay level dissatisfaction.

Besides the theoretical contributions, this research is also valuable for organizations. At first, this research creates a better understanding of the effect of pay dissatisfaction on commitment. Commitment is an important employee outcome since it directly refers to the desire to stay with the organization and therefore affects employee's turnover behavior (Allen

& Meyer, 1990; Ben Ayed et al., 2012). Secondly, this research creates a better understanding about the role of a manager in an organization since the assumption is tested that higher levels LMX foster commitment and might compensate for higher levels of pay level dissatisfaction. More insights in how employees experience their relationship with their manager might help employers to make choices in their financial resources. Consequently, this leads to the following research question:

“To what extent does organizational size affect commitment and is this relation mediated by pay level dissatisfaction? Additionally, to what extent does Leader-Member Exchange moderate the relationship between pay level dissatisfaction and commitment?”

Theoretical framework

The relation between organizational size and pay dissatisfaction.

In this section the relation between pay level dissatisfaction and commitment will be explained. Afterwards, this relation will be further elaborated for SMEs since the effect is likely to be different for these firms. Pay dissatisfaction can be defined as the “amount of the overall positive or negative affect that individuals have toward their pay” (Miceli & Lane, 1991 p.246). Pay dissatisfaction is a multidimensional construct (Henneman & Schwab, 1985) and is formed out of the four factors pay raise (promotion), pay level (amount of money), benefits (additional payment such as a company’s car and a pension plan) and pay structure and administration (compensation policies and practices) (Heneman & Schwab, 1985; Judge & Welbourne, 1994; Scarpello, Huber & Van den Berg, 1988). It was found by Henneman and Schwab (1985) that all four factors have a distinct contribution to the overall construct pay dissatisfaction. As an example, when an individual is satisfied with his or her pay level and rate but not with the benefits offered by the organization, the overall score on pay dissatisfaction will not be lower. On the other hand, pay level refers directly to the organizations financial resources and is the fundamental part of an organization’s pay system offered by the organization towards an employee (Tekleab et al., 2005). Therefore, in this study, pay satisfaction will only be investigated with pay level satisfaction and thus in this study pay dissatisfaction can be seen as pay level dissatisfaction.

Pay level dissatisfaction in smaller firms is different than in larger firms. In line with the research of Moy and Lee (2002) it can be argued that there is a pay gap in starting salaries between smaller SMEs and larger firms which effects graduates’ career choice. This assumption is also supported by Polachek and Siebert (1993), because they found that similar employees of larger firms were paid more compared to smaller firms. Additionally, the firm-size wage gap

is also supported by different scholars (Morrisette, 1993; Miller & Mulvey, 1996; Kalleberg & van Buren, 1996; Belfield, 1999), as they explain that smaller firms are not able to cope with the higher wages offered by larger firms what results in this gap. This firm-size wage gap can be explained by the use the resource poverty perspective, where it was found that smaller firms, compared to larger firms, have less resources in terms of financial resources and time available due to their smaller employee base (Welsch, White & Dowell, 1982). This is because, SMEs have less financial resources and thus salaries are lower offered by SMEs compared to larger firms. Additionally, in line with Moy and Lee (2002), it is argued that graduates think larger firms offer a higher pay compared to the smaller ones based on their firm size because recent graduates perceive extrinsic rewards like pay more favorable in larger firms then in smaller firms. This makes it problematic for smaller organizations to attract new applicants, because these job attributes are important factors for them and affects their job choice decisions (Behling & Labovitz, and Gainer, 1968). On the other hand, it was found that employees working in SMEs gain some benefits due to a more informal structure in these firms like the opportunity to take up more responsibilities, and to be more involved in the decision making process (Moy & Lee, 2002). Overall, smaller SMEs have less financial resources to provide employees with a more competitive pay rate and therefore it is assumed that employees in smaller SMEs are less satisfied with their pay compared to employees working in larger firms. This leads to the following hypothesis:

Hypothesis 1: Organization size is negatively associated with pay level dissatisfaction.

The relation between pay dissatisfaction and commitment.

Now pay level dissatisfaction is explained and it has been argued that employees in smaller SMEs are less satisfied with their pay compared to larger firms, the construct commitment will be introduced. Commitment is defined by Allen & Meyer (1990) as “a psychological state that characterizes the employee’s relationship with the organization, and has implications for the decision to continue or discontinue membership in the organization” (Meyer & Allen, 1991, p.67). They introduced a three-component model of commitment, including affective, continuance and normative commitment (Allen & Meyer, 1990). First, employees with the feeling of strong affective commitment are likely to stay in the organization and more likely to be involved. This can be interpreted as a desire to stay, while employees with a strong feeling of normative commitment want to stay based on the perceived obligation to do so (Allen & Meyer, 1990). At last, continuance commitment refers to the perceived costs of leaving the

organization and will stay at the organization because they need to do so. Affective commitment is the strongest form of commitment since it directly refers to the desire to stay at the organization and therefore it is the form included in this study (Van den Berghe & Tremblay, 2008).

The relationship between pay level dissatisfaction and commitment will be explained by the use of the social exchange theory (Blau, 1970). This theory is described by Chang and Chen (2011) as follow: “social exchanges are ‘voluntary actions’ which may be initiated by an organization’s treatment of its employees, with the expectation that such treatment will eventually be reciprocated” (p. 886). In this study, when employees perceive that an organization provides its employees with a proper pay level, it can be seen as a good treatment offered by the organization towards an employee, which can result in less pay level dissatisfaction (Van den Berghe & Tremblay, 2008). In return, the employee feels valued, recognized, and fairly treated by the organization (Tekleab et al. 2005). These are indicators of affective commitment since affective commitment refers to a sense of identification with and involvement in an organization (Meyer and Allen 1991). The positive relation between pay level dissatisfaction and affective commitment is well tested in the academic literature. Tang and Chiu (2003) and Van den Berghe and Tremblay (2008) both found supportive evidence for the negative relation between pay level dissatisfaction and commitment. Therefore, the assumption is made that when employees are less satisfied with their pay level they are less committed towards the organization. Consequently, this lead to the following hypothesis:

Hypothesis 2: Pay level dissatisfaction is negatively associated with commitment.

Following the resource poverty theory, it is stated that smaller organizations lack the means to pay competing salaries to employees. Besides, the logic from social exchange that the pay level dissatisfaction that employees experience as a consequence of the lower salaries paid at smaller organizations, it is expected that smaller organizations will suffer from lower levels of commitment due to higher levels of pay level dissatisfaction. Therefore, the following hypothesis can be stated:

Hypothesis 3: Pay level dissatisfaction mediates the relation between the size of an organization and commitment, in such a way that employees who work in smaller organizations perceive more pay level dissatisfaction, which leads to lower levels of commitment.

However, research does not find that commitment in smaller organizations is significantly lower than in larger organizations (Saridakis, Torres & Johnstone, 2012). This

could imply that smaller organizations provide unique working conditions that may compensate for lower pay levels. In particular, the team-like working conditions and close and personal interaction style between supervisors and employees have been put forward as unique social circumstances which are valued by employees (Kroon, van de Voorde & Timmers, 2012). It is reasoned that these circumstances can compensate for pay level dissatisfaction for employees in smaller organizations.

Compensating role of Leader-Member Exchange

In this paragraph the moderating role of Leader-Member Exchange (LMX) upon the relationship between pay level dissatisfaction and commitment will be described. LMX theory suggests that a supervisor (leader) has a unique relation with each member of his or her team and that those relations vary in quality (Graen & Scandura, 1987). Based on this variety of quality, two groups of employees that interact with their leader can be identified, namely the in-group and the out-group (Graen & Scandura, 1987). Team members in high-quality exchange relations that can be described as belonging to the in-group, are likely to be treated better than the other team members that belong to the out-group. Employees in high-quality LMX relationships can experience higher levels of mutual trust, respect, liking, interaction, and support than employees in low quality LMX relationships (Liden, Wayne, & Stillwell, 1993; Uhl-Bien, Graen, & Scandura, 2000). For the in-group, their relationship is based on reciprocity, wherein "each party must offer something the other party sees as valuable and each party must see the exchange as reasonably equitable or fair" (Graen & Scandura, 1987 p: 182). In those high-quality exchange relationships, supervisors can distribute organizational resources like work related benefits and psychological support to employees. To do something in return, employees can offer their leader to volunteer for extra work, to perform unstructured tasks and to take on additional responsibilities (Graen & Cashman, 1975). When belonging to the in-group, on one hand the employee would feel obligated to perform well, as expected. On the other hand, the employee has to engage in behaviors that directly benefit the leader at which this behavior is better than was expected in the first place (Wayne, Shore & Liden, 1997). In contrast, employees who perform only the tasks that are prescribed in their employment contract and do not do something additional, belong to the out-group and benefit less from the organizational resources offered by their leader. Additionally, members who have a low quality LMX relations experience less mutual trust, respect, being liked less by their manager and experience fewer interaction and support (Liden et al., 1993; Uhl-Bien et al., 2000).

Graen and Uhl-Bien (1995) describe the LMX process as a life cycle which is build up by different stages where a high-quality exchange relation can be formed. When the leader and the

employee (member) exchange more information and resources, the relation implies a higher LMX level. This indicates that their relation is highly developed and the exchanges might have a long duration of reciprocation. From this point their relation is based on loyalty and support and is not only behavioral but also emotional (Graen & Uhl-Bien, 1995). Due to this relationship, it is expected that an employee experiences common bonds, a higher degree of autonomy, open communication and satisfaction (Dansereau, Graen & Haga, 1975; Dienesch & Liden, 1986; Graen & Uhl-Bien, 1995).

In this study the assumption is made that high levels of pay level dissatisfaction lead to less commitment. Based on the positive feelings that occur due to high-quality LMX relations, which fosters commitment (Mossholder et al., 2005; Lawler & Yoon, 1996), it is expected in this study that a high-quality LMX relation will buffer the effect of high levels of pay level dissatisfaction on commitment. This reasoning can be explained by the use of the Job Demands - Resource model by Bakker and Demerouti (2007). The JD-R Model posits that working characteristics can be classified in two general categories, namely job-demands and job resources. Job-resources are those physical, social or organizational aspects of the job that are functional in achieving work-related goals and when those resources are more present than demands, an employee would feel more motivated (Bakker and Demerouti, 2007). In contradiction, job-demands are physical, social or organizational aspects of a job that cost someone's energy and can lead to strain when they are more present than job-resources (Bakker and Demerouti, 2007). In this study, a high-quality LMX relation can be seen as a job resource which causes motivation while pay level dissatisfaction can be seen as a demand which causes strain. In case the positive emotions due to a high-quality LMX relation are equally or more present than the negative emotions due to pay level dissatisfaction, the employee will still be committed or equally committed towards the organization. In other words, even if an employee is not satisfied with his or her salary, they may still feel committed to the organization due to other benefits they receive like the positive feelings of high-quality LMX relations. Consequently this leads to the following hypothesis:

Hypothesis 4: Higher levels of LMX will moderate the negative relation between pay level dissatisfaction and commitment in such a way that the relation becomes less negative.

Now all the hypothesis are stated, the complete conceptual model with all the constructs within this study is illustrated below (Figure 1).

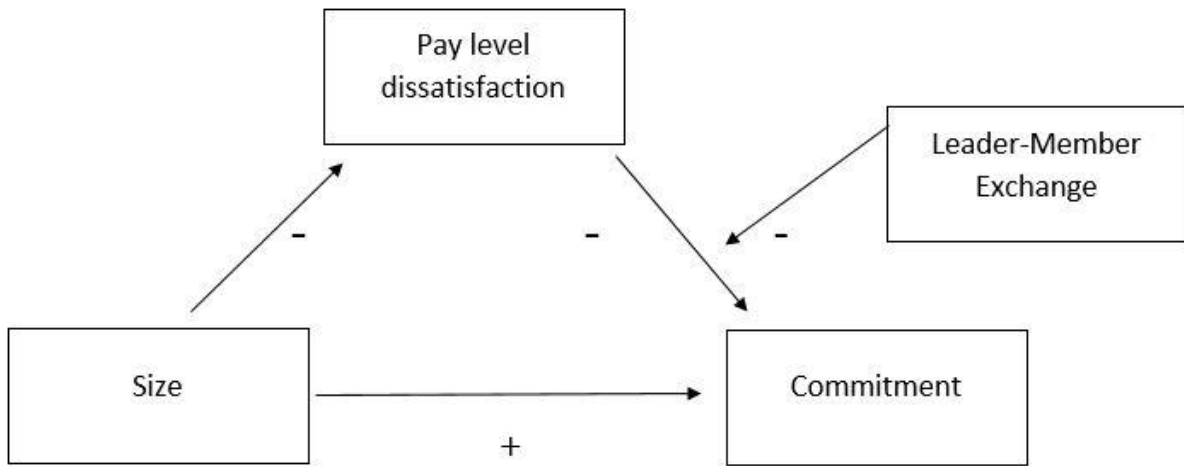


Figure 1: Conceptual model

Method

Research design

In order to test the hypotheses in this study, a quantitative cross-sectional study was conducted. This research was exploratory in nature and conducted as a part of the collaboration between the departments Human Resource Studies (TSB) and Management (Tisem). In total eight Masters Students collected data together for their Master thesis.

Sample

Participants of this study included business owners and board-members of multiple organizations in the Netherlands and their employees. A sample was needed that consists out of organizations within a range of 10 to 500 employees which covers all small and medium-sized organizations (U.S. International Trade Commission, 2010). In order to achieve a sample power of .90 with α error probability of .05 for the direct effect, this study intends to have a sample size of 108 employees as calculated by G*power (Heine, 2017). In the study, 436 employees filled in the questionnaire (N=436) and 58 organizations are in the sample. Convenience sampling and snowball sampling was used during this research. Eight Master students of Tilburg University searched for organizations to collect data in their own personal network. Participating organizations were asked to use their network to gather more suitable organizations for data collection. Even though these sampling techniques yield more bias, a higher response rate could be ensured relying on personal networks (Takeuchi, Chen & Lepak, 2009).

Procedure

In order to collect data, organizations in the Netherlands who had at least 10 and a maximum of 500 employees were asked to participate in this research. When an organization agreed to participate, the owner of the organization was asked to sign a letter of agreement which was sent back to the researchers (see appendix A). In this research two different questionnaires were used namely the employer questionnaire which consisted out of 86 questions (see appendix B) and an employee questionnaire (see appendix C) which consisted out of 94 questions. The employer questionnaire was for the owner of the organization or for a board member and could be filled in hard-copy or digitally by the use of the program Qualtrics. In dialogue with the participating organization, the choice was made to fill out the questionnaires digitally or hard-copy. To select employees of a participating organization to fill in the employee questionnaire, purposive sampling was used in order to reflect the true distribution of employee characteristics in the organization based on age and gender. Again permission to participate in this research was asked to the employee. Based on the decision of the owner of the participating organization, the employee questionnaire was available in a digital form or hard-copy. Digitally filled-in questionnaires were stored online in the program Qualtrics and hard-copy questionnaires were gathered separately of the permission forms in order to keep the participant's anonymity. Since this study uses two separate questionnaires that can be linked together, the same organization code has to be filled in at both questionnaires in order to conduct a multi-level analysis. If the researchers did not receive an answer within two weeks, organizations were asked to send a reminder to their participating employees to increase the response rate. In this study, voluntary participation and confidentiality were guaranteed during the procedure. The questionnaires, procedure and study design were approved by the Ethics Review Board of the School of Social & Behavioral Sciences of Tilburg University and comply with the Dutch ethics code and Dutch law. After collection, questionnaires will be reviewed and incomplete ones with the criteria of less than 30% of all filled in items per questionnaire were excluded in the analysis to increase the quality of the data.

Measures

All variables were measured using well-established, validated scales consisting of one or multiple items to ensure reliability and validity. An overview of the scales and items that were used in this study can be found in Appendix D. Construct validity was examined using a Principal Component Analysis (PCA). Factors have been chosen based on the criteria of eigenvalue > 1 . The conditions to conduct a factor analysis for each construct were met and was examined by using the Kaiser-Meyer-Olkin test where the KMO value should have been

above .600 and the Bartlett's Test of Sphericity that needed to be significant (Kaiser, 1970; 1974; Bartlett, 1954). Scale reliability was evaluated using Cronbach's α and items leading to reliability lower than .700 were deleted for further analysis (Edwards & Edwards, 2016).

Depended variable

Commitment. For measuring commitment, the VBBA of van Veldhoven et al. (2002) was used which made use of eight items to measure commitment. An example item was: "I experience the problems of the organization as my own problems". The items were answered on a 5-point Likert scale from totally agree to totally disagree. To check the validity of the scale a Principal Component Analysis (PCA) was conducted. This analysis showed that the eight questions could be summarized into one dimension based upon the Eigenvalue (>1) and the scree plot (58.064% explained variance). Furthermore, it was found that all items loaded above .300 on this factor, which supports its construct validity. Finally, the reliability analysis showed a sufficient ($> .700$) reliability ($\alpha = .890$).

Independent variables

Size. One item was used to measure the total number of employee's working in one organization. In the employer questionnaire the item was: "What is the total number of employees working in the firm, including owners who also work for the firm and part-time employees?" Since this scale only consists out of one item, a Principal Component Analysis and reliability analysis cannot be done.

Pay level dissatisfaction. For measuring pay level satisfaction, the shortened version of the VBBA (Questionnaire Experience and Assessment of Labor) was used in this study (van Veldhoven et al., 2002). The scale consisted out of three items and an example item was: "I got paid enough for the work that I do". Employees were asked to what extent they feel satisfied about their pay level and answer on a 5-point Likert scale from totally agree to totally disagree. The PCA analysis showed that the three questions could be summarized into one dimension based upon the Eigenvalue (>1) and the scree plot (73.397% explained variance). Furthermore, it was found that all items loaded above .300 on this factor, which supports its construct validity. Finally, the reliability analysis showed a sufficient ($> .700$) reliability ($\alpha = .819$).

Leader-Member Exchange (LMX). LMX was measured by the scale found by Liden and Maslyn (1998) and used 12 items to measure this construct. An example item was: "It is nice to work with my manager". The items were answered on a 5-point Likert scale from totally agree to totally disagree. The PCA analysis showed after Varimax rotation, that the twelve questions could be summarized into three dimensions with question based upon the Eigenvalue (>1) and the scree plot (64.632% explained variance). Hence, multiple items did not load above .300 on

the three dimensions. Besides, when the items are forced into one factor, the variance explained will be 41.681%. In this situation all the twelve items loaded above .300 on this one factor besides item six (.212) and item seven (.077). Since all the items belong to one validated scale, the items were not deleted. Finally, the reliability analysis of all the twelve items in one factor showed a sufficient ($> .700$) reliability ($\alpha = .858$).

Control variables

In this study control variables were added to check for other possible explanations for the outcomes and increase statistical power and reduce errors (Becker, 2005). In this study gender (wage gap male/female), age, job tenure (LMX) and education (pay level dissatisfaction) are used as control variables. *Gender* was measured with two categories (1= female, 2= male). It was found that there is a global wage gap between man and woman. This wage gap could be attributed to a difference in working conditions, differences in human capital and discrimination in pay (Jacobsen, 2016). Besides, Bhal, Ansari and Aafaqi (2007) found that a match between the gender of the leader and the employee affects the levels of LMX because of the influence gender has on the exchange relation. Due to these differences, the levels of pay level dissatisfaction can be different and gender is therefore used as a control variable. *Age* was measured in years and was included because wages differ based on someone's age due to seniority pay and the assumption that someone is more productive in a later stage of someone's career and therefore earns more (Van Ours & Stoeldraijer, 2011). This can lead to differences in pay level dissatisfaction and therefore age is included as a control variable. *Tenure* was measured in years working for the organization and has implications for the quality of the LMX relation between the leader and the employee. Since LMX relations are build up by different stages that in the end might lead to high-quality LMX relations, it was assumed that due to tenure LMX relations differ in quality across these stages (Graen & Uhl-Bien, 1995). Therefore, tenure was included as a control variable. *Education* was measured with one item and eight categories (1= no education, 2= primary school, 3= special primary school, 4= secondary school high level, 5= secondary school low level, 6= tertiary school, 7= academic education, 8= missing). Education was described as a job related input and affects the levels of pay expectations which in turn affect someone's pay level dissatisfaction (Lawler, 1971). This means that when someone expects a high pay level, which is partly formed by someone's education level and receives a lower pay, the levels of pay satisfaction will be lower (Williams, Mc Daniel, Nguyen, 2006). Therefore, education was included as a control variable within this study.

Analysis

In this study, single level analysis on the employee level was used. However, individual employees were nested within the organization they work for which might cause dependency in the data (Peccei & van de Voorde, 2016). To understand the impact of the nested data, the ICC values of the employee variables (pay level dissatisfaction, LMX and commitment) were calculated (Field, 2009), by using the Mean Squares Between (MSB) and the Mean Squares Within (MSW) provided in a one-way ANOVA as can be seen in table 1. All the ICC values were lower than .120 and therefore there was insufficient evidence for aggregation. Thus, size was added as an individual level variable since it correlates significantly with all the variables in the model.

The model was tested in the statistical program SPSS 24. The data was controlled for outliers and errors. First, cases were excluded when their organization did not met the sample criteria of at least 10 employees working in one firm and then cases with missing values were excluded. Second, extreme outliers were deleted and outliers which scored within the answer range of the used scales were not treated as outliers within this study. This led to a total deletion of 134 cases out of the original data set which consists out of 570 cases. In addition, this study used the PROCESS macro tool for extensive analysis in SPSS 24. With this tool, the conceptual model was tested within PROCESS model four (mediation) and model 14 (moderated mediation) (Hayes, 2012). Thus, firstly if the size of an organization on commitment is mediated by pay level satisfaction was researched, and secondly, the moderating effect of LMX on the relation between pay level dissatisfaction on commitment. Bootstrapping and estimating the conditional indirect effects of the model was done by using the PROCESS models. Additionally, to explore the moderation effect of LMX further, PROCESS model one (simple moderation) was used in combination with the Johnson-Neyman approach to check the significance for every value of the moderator within the model. After running the PROCESS models, for every control variable the correlations with the model variables were studied. Only the control variables that correlated significantly with the model variables in this study were added. The control variables were not only studied on the independent construct “size” but on all the constructs in the model because an effect of the control variables on the indirect effects of pay level dissatisfaction and LMX was expected.

Table 1. *Results ICC values*

	Variable	MSb	MSw	ICC
(1)	Commitment	3.815	.486	.011**
(2)	Pay level dissatisfaction	1.691	.323	.004**
(3)	LMX	3.039	.476	.025**

** $p < .01$, * $p < .05$

Results

Descriptive statistics

The descriptive statistics, standard deviations and correlations are shown in Table 2. The latter shows that the average age of all the employees in the sample is 38 years ($M = 37.590$, $SD = 12.725$) and shows there are almost just as many men as women in the sample (53% men). Additionally, the average number of years someone is working for one organization is eight ($M = 7.653$, $SD = 8.594$). The average size of the organization an employee works for is 53 ($M = 52.770$, $SD = 60.842$) within in a range of 10 to 400 employees working per organization. In addition, the size of an organization is positively skewed which means that there are more small organizations than larger ones in the sample.

Further, commitment is negatively correlated with pay level dissatisfaction ($r = -.321$, $p < .01$) and positively correlated with LMX ($r = .475$, $p < .01$). In addition, commitment is positively correlated with age ($r = .115$, $p < .05$) and tenure ($r = .193$, $p < .01$). Furthermore, pay level dissatisfaction is negatively correlated with LMX ($r = -.395$, $p < .01$) and is negatively correlated with size ($r = -.132$, $p < .01$). At last, pay level dissatisfaction is negatively correlated with level of education ($r = -.215$, $p < .01$) and size is positively correlated with level of education ($r = .133$, $p < .01$).

Table 2. *Descriptive statistics and correlations (N=436)*

Variable	Min	Max	Mean	Std.	1	2	3	4	5	6	7
Commitment	1.130	5	3.612	.691							
Dissatisfaction	1.000	5	2.615	.751	-.321**						
LMX	1.750	5	3.771	.503	.475**	-.395**					
Size	10	400	52.770	60.842	-.081	-.132**	.039				
Gender	1	2	1.530	.	.043	-.014	.024	.073			
Age	18	70	37.590	12.725	.115*	.025	-.081	.066	.029		
Education	1	7	4.930	1.249	-.005	-.215**	.120*	.133**	-.032	-.213**	
Tenure	.000	46	7.653	8.594	.193**	.047	-.036	-.006	-.014	.545**	-.248**

Note: * $p < .05$; ** $p < .01$. Min/max scores: Commitment (1-5); Pay level dissatisfaction (1-5); LMX (1-5); Size (number of employees); Gender (1= female, 2= male); Age (years); Education (1= no education, 2= primary school, 3= special primary school, 4= secondary school high level, 5= secondary school low level, 6= tertiary school, 7= academic education, 8= missing); Tenure (years).

Hypothesis testing

Table 3, 4 and 5 summarize all analyses used to test the research model and hypotheses without control variables. The table showing the results of the analyses including all control variables is included in appendix E. Because the control variables did not disturb the model variables, they will not be included in the presentation of the results below but separately in this section.

The first hypothesis was that the size of an organization was negatively associated with higher levels of pay level dissatisfaction. As expected, the analysis showed that there was a negative significant relationship between the size of an organization and pay level dissatisfaction ($B = -.002$, $p < .001$ see Table 3). This indicates that employees working in smaller firms tend to be less satisfied with their pay compared to employees working in larger firms. Consequently, hypothesis 1 is confirmed.

The second hypothesis stated that pay level dissatisfaction is negatively associated with organizational commitment. The analysis showed that this negative relationship was significant ($B = -.160$, $p < .001$ see Table 3). This indicates that the levels of commitment are lower when the levels of pay level dissatisfaction are higher. Consequently, hypothesis 2 was confirmed.

The third hypothesis stated that pay level dissatisfaction mediates the relation between the size of an organization and commitment. PROCESS model four showed that the negative effect of pay level dissatisfaction on commitment was significant ($B = -.310$, $p < .001$ see Table 4) as well as the negative effect of size on pay level dissatisfaction ($B = -.002$, $p < .001$ see Table 4). As a result, pay level dissatisfaction showed a mediating effect ($B = .001$, LLCI = .000, ULCI = .001, $p < .050$ see Table 5). This indicates that due to a smaller employee base, employees of smaller firms feel less satisfied with their pay level which decreases the levels of commitment. Therefore, hypothesis 3 is confirmed. Additionally, the analyses showed that there was a small negative significant relationship between the size of an organization and commitment ($B = -.001$, $p < .001$ see Table 3 & 4). This demonstrates that the levels of commitment are higher in smaller organizations.

The fourth hypothesis was that higher levels of LMX will moderate the negative relation between pay level dissatisfaction and commitment in such a way that it buffers this relation. The analysis showed that the interaction effect of LMX on the relation between pay level dissatisfaction and commitment was not significant ($B = -.105$, $p = .238$ see Table 3). This indicates that LMX did not buffer the relation between pay level dissatisfaction and commitment. Consequently, hypothesis 4 is rejected which means that no moderating effect was found. To explore the interaction effect of LMX on the relation between pay level dissatisfaction and commitment further, the Johnson-Neyman approach with PROCESS macro

tool one is used in order to check the results of several values of the moderator. By checking the plot of the non-significant interaction effect of pay level dissatisfaction and LMX in Figure 2, it is found that respondents who experience higher levels of LMX are less committed compared to respondents who perceive lower levels of LMX. To elaborate on that, the results of the Johnson-Neyman approach showed that the effect of pay level dissatisfaction on commitment was significant for values of LMX between -0.233 ($B = -0.135$, $p < .01$) and 1.229 ($B = -0.289$, $p < .05$) and insignificant between -2.021 ($B = 0.053$, $p = .781$) and -0.390 ($B = -0.119$, $p = .050$) (see Table 6). Here, the results of the Johnson-Neyman approach showed as well as the plot, that when the levels of LMX are higher, the less it buffers the relation between pay level dissatisfaction and commitment. Consequently, hypothesis 4 remains rejected. Additionally, within PROCESS model 14 the direct effect of LMX on commitment is tested and the results indicate a large ($r = >.500$) positive effect ($B = .569$, $p < .001$ see Table 3).

At last, it was mentioned in the method section of this study that only the control variables that correlate significantly with the model variables will be added in the model. In appendix E, an overview of the correlation tables of PROCESS model four and 14 with all the control variables is presented. These tables show that in model four and 14 only education had a negative significant relation with pay level dissatisfaction ($r = -.122$, $p < .001$ see Appendix E). Besides, only tenure had a positive significant relation with commitment in model 14 ($r = .014$, $p < .001$, see Appendix E) and in model four ($r = .016$, $p < .001$, see Appendix E). Hence, after checking the correlations between the control variables and the model variables, no model variable (commitment, pay level dissatisfaction, LMX and size) showed changes in significance or direction. Thus, the control variables do not disturb the model variables.

To summarize the results, hypothesis 1 is confirmed, meaning that a negative significant relationship between the size of an organization and pay level dissatisfaction was found. At second, hypothesis 2 is confirmed, indicating that the levels of commitment are lower the levels of pay level dissatisfaction are higher. Third, the mediating role of pay level dissatisfaction between the size of an organization and commitment was confirmed, supporting the third hypothesis. At last, hypothesis 4 was rejected, no interaction effect of LMX on the relationship between pay level dissatisfaction and commitment was found. Here, no moderating effect was found even when using the Johnson-Neyman approach to test for significance for a certain value of the moderator.

Table 3.

PROCESS Model 14 coefficients direct and indirect effects for statistical model for the effect of size on commitment via pay level dissatisfaction and moderated by LMX (without control variables).

Antecedent	Consequent					
	M (Dissatisfaction)			Y (Commitment)		
	Coeff.	SE	p	Coeff.	SE	p
Constant	.086	.045	.058	3.670	.038	<.001
X (Size)	-.002	.000	<.001	-.001	.000	<.001
M (Dissatisfaction)				-.160	.045	<.001
V (LMX)				.569	.083	<.001
XV (Dissatisfaction X LMX)				-.105	.089	.238
			$R^2 = .017$			
			$F(1,434) = 15.772, p < .001$			
						$R^2 = .265$
						$F(4,431) = 36.218, p < .001$

Table 4.

PROCESS Model 4 coefficients direct and indirect effects for statistical model for the effect of size on commitment via pay level dissatisfaction (without control variables).

Antecedent	Consequent					
	M (Dissatisfaction)			Y (Commitment)		
	Coeff.	SE	p	Coeff.	SE	p
Constant	2.701	.045	<.001	4.498	.123	<.001
X (Size)	-.002	.000	<.001	-.001	.000	<.001
M (Dissatisfaction)				-.310	.045	<.001
			$R^2 = .017$			
			$F(1,434) = 15.772, p < .001$			
						$R^2 = .118$
						$F(2,433) = 28.131, p < .001$

Table 5.

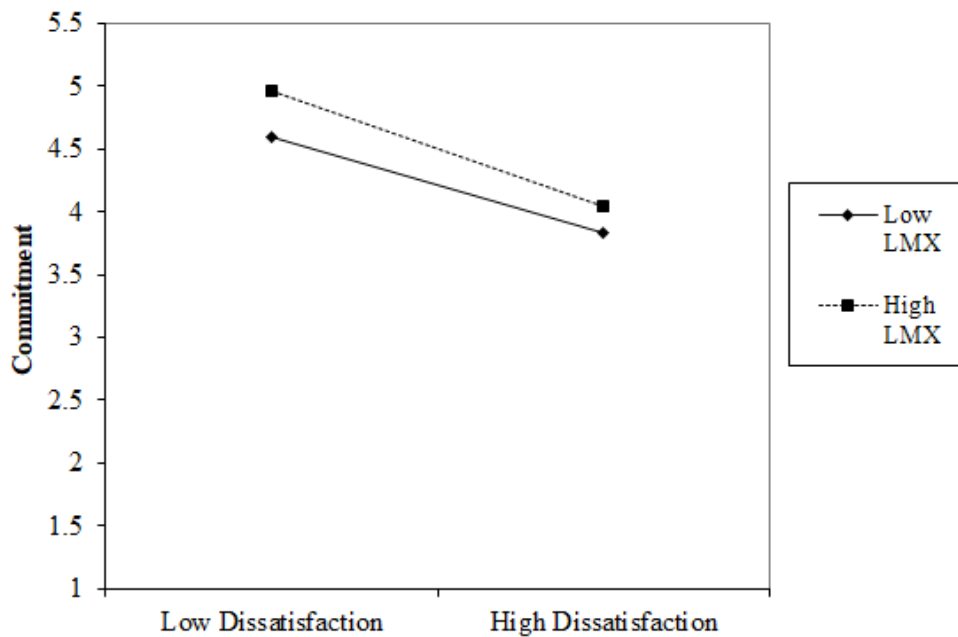
PROCESS Model 4 total direct and indirect effects for the effect of size on commitment via pay level dissatisfaction (without control variables).

Antecedent	Coeff.	SE	t	LLCI	ULCI
Total effect	-.001*	.000	-2.259	-.002	-.000
Direct effect	-.001**	.000	-3.640	-.002	-.001
Indirect effect	.001*	.000		.000	.001
Pay level dissatisfaction	.044*	.013		.021	.072

** $p < .01$, * $p < .05$

Table 6.*Johnson-Newman approach for different values of LMX*

LMX	Coeff.	SE	p
-2.021	.053	.192	.781
-1.858	.036	.178	.839
-1.696	.019	.164	.907
-1.533	.002	.150	.990
-1.371	-.015	.136	.911
-1.208	-.032	.122	.792
-1.046	-.050	.109	.650
-.883	-.067	.096	.488
-.721	-.084	.083	.315
-.558	-.101	.071	.159
-.396	-.118	.061	.053
-.390	-.119	.060	.050
-.233	-.135	.052	<.01
-.071	-.152	.046	<.01
.092	-.169	.044	<.001
.254	-.187	.047	<.001
.417	-.204	.054	<.001
.579	-.221	.063	<.001
.742	-.238	.074	<.01
.904	-.255	.086	<.01
1.067	-.272	.099	<.01
1.229	-.289	.112	<.05

*Figure 2: Slope of the two-way interaction effect on commitment of pay level dissatisfaction.**(Interaction effect was not significant).*

Discussion

Firm size is an important factor in explaining differences between organizations and also within the context of SMS's. This research investigated the effect of firm size on commitment with the mediating role of pay level dissatisfaction. In this study hypothesis 1, 2 and 3 are confirmed and hypothesis 4 is rejected. It is confirmed that employees in smaller organizations tend to experience more pay level dissatisfaction compared to employees working in larger firms. Consequently, this affects the levels of commitment which indicated a mediating effect. However, the theory suggests that employees in smaller firms are not necessarily less committed (Saridakis, Torres & Johnstone, 2012). Since LMX positively affects commitment, this study investigated whether LMX (Leader-Member Exchange) as a job resource had a compensating role for the negative relation of pay level dissatisfaction on commitment. The results indicated that LMX had no compensating role but it was found that LMX is an important support construct for employees working in SMEs which directly increases their levels of commitment.

One of the most important findings of this study is that employees working in smaller SMEs tend to be less satisfied with their pay. The firm-size wage gap that is likely formed due to the less financial resources smaller firms possess, implies that larger firms can offer higher wages compared to smaller firms (Polachek & Siebert, 1993; Morrisette, 1993; Miller & Mulvey, 1996; Kalleberg & van Buren, 1996; Belfield, 1999). Due to these lower wages, it is expected that employees working in smaller SMEs tend to be less satisfied with their pay. The negative relation between firm size and pay level dissatisfaction is confirmed in this study. Although the hypothesis is confirmed, the other factors that form pay level dissatisfaction namely pay raise, benefits and the factor pay structure and administration, might influence this relation as well. As an example, pay raise, being related to the amount of financial resources a firm possesses, might also affect the levels of pay dissatisfaction for employees working in smaller SMEs (Welsch et al., 1982). Besides, it was found that larger firms offer more and different benefits than smaller firms, which might cause the negative relation between an organization's size and pay dissatisfaction (Moy & Lee, 2002).

Another important finding from this study is the negative relation between pay level dissatisfaction and commitment, which is explained with social exchange theory (Blau, 1970). As described in the theoretical framework of this study, when employees receive a proper pay, this can be seen as good treatment offered by the organization towards an employee. In return, the employee feels valued, recognized, and fairly treated by the organization and will be more

likely to continue membership of the organization, which is an indicator of commitment (Tekleab et al. 2005; Meyer & Allen, 1991). Therefore, it was assumed that higher levels of pay level dissatisfaction lead to less commitment, which is confirmed in this study.

In addition, the results indicated a mediating effect of pay level dissatisfaction on the negative relation between the size of an organization on commitment. This implicates that employees working in smaller SMEs experience less commitment to the organization when the levels of pay level dissatisfaction are higher compared to employees working in larger SMEs. This means that the perception on satisfaction about someone's pay level strongly affects the levels of commitment of employees working in smaller SMEs due to reciprocation.

Furthermore, the direct relation between the size of an organization and commitment within the context of SMEs was tested in this study. Although the magnitude of the relation is small, the results of this study imply that employees working in larger firms tend to be less committed compared to employees working in smaller SMEs. These implications contribute to the academic literature by having a contribution to the small is beautiful- bleak house debate of the 1970's (Harney & Nolan, 2014). The small is beautiful perspective states that employees working in SMEs have more harmonious working relations, communicate better, are more flexible and have lower levels of conflict (Bolton, 1971; Stewart & Ingham, 1967). In contradiction, the bleak house perspective states that SMEs are managed in a dictatorial way, where employees suffer in kind of poor working conditions (Riannie, 1989). However, multiple researchers found evidence rejecting the oversimplification of the small is beautiful - bleak house debate by distinguishing differences among firms based on characteristics like a paternalistic management style (Wilkinson, 1999), formality versus informality (Saridakis et al., 2012) and the mediating role of familial, ethnic and gender relations (Ram, 1999). Unfortunately, many studies that go beyond the small is beautiful - bleak house debate, only focus on differences between SMEs and larger firms and do not look at differences within the context of SMEs itself.

The main theoretical contribution of this study is the inclusion of the moderating role of LMX upon the relation of pay level dissatisfaction on commitment within the mediation model. It was assumed that based on the positive feelings that occur due to a high-quality LMX relationship, which fosters commitment (Mossholder et al., 2005; Lawler & Yoon, 1996), a high-quality LMX relation will buffer the effect of higher levels of pay level dissatisfaction on commitment. This buffering effect is not confirmed in the results of this study. Instead, a contrary non-significant effect was found.

A possible explanation for this non-significant interaction effect can be provided by the JD-R model, which is used in this study to explain the buffer effect of LMX (Bakker and Demerouti, 2007). LMX as a job resource might not be strong enough to buffer for the negative consequences of the job demand pay level dissatisfaction. It was stated in the theoretical framework of this study that employees in high-quality LMX relationships could experience higher levels of mutual trust, respect, liking, interaction, and support, which combined form a job resource (Liden, Wayne, & Stillwell, 1993; Uhl-Bien, Graen, & Scandura, 2000). Thus, LMX can be seen as job-resource. Therefore, it could be that even due to these positive feelings formed by a high-quality LMX relation, the job-demands are more present than the job-resources. Consequently, LMX is not able to buffer for the negative consequences of the high levels of pay level dissatisfaction where employees are not more committed or equally committed to the organization.

Besides, possible other factors can be used as a job- resource to compensate for the job-demand pay level dissatisfaction (Wayne, Shore & Liden, 1997; Casimir, et al., 2014). Perceived Organizational Support (POS) can be used to replace LMX since different scholars link POS to commitment in the same manner as LMX to commitment (Casimir, et al., 2014). It was found that POS has some important positive outcomes as well, like affective commitment due to the positive feelings that occur when an employee perceives support from the organization (Wayne, Shore & Liden, 1997). POS can be described as the perception of an employee on how the organization values their contributions and if the organization is concerned about an employee's well-being (Eisenberger et al. 1986). Again, the social exchange theory can be used to explain the mechanism of POS as a possible moderator within the mediation model (Blau, 1970). Where LMX entails a direct social exchange relation between a leader and his or her subordinate, POS involves a more indirect social exchange, because it applies to the wider organization including policies and processes, which enhance the well-being of all employees (Casimir, et al., 2014). Here, perceived commitment due to POS determines an employee's own commitment to the organization, which is related to the norm of reciprocity in an exchange relationship (Wayne, Shore & Liden, 1997; Shore & Tetrick, 1991; Casimir, et al., 2014).

Limitations

Some methodological and theoretical limitations concerning this study should be mentioned. First, purposive sampling is used in order to select employees of the participating organizations to fill-in the employee questionnaire of this study. Purposive sampling yield some biases regarding the generalizability of the findings in the population and is more vulnerable to errors

in judgement by the researcher (Dudovskiy, 2016). To avoid errors in judgement by the researcher, systematic sampling can be used which is a probability sampling technique. A downside of this technique is that it requires a complete list of all the employees working for a participating organizations to select the participants based on a determined probability (Dudovskiy, 2016).

Second, the snowball procedure, which has been used to find more participating organizations, can lead to some problems regarding the generalizability of the findings in the population, possibly restricting external validity (Dudovskiy, 2016). Additionally, with this technique it is not possible to determine the sampling error and make statistical inferences from the sample to the population due to the absence of a random selection of samples (Dudovskiy, 2016). To avoid this issue, a random sampling technique could be used like systematic sampling, multistage sampling and cluster sampling (Dudovskiy, 2016). Nevertheless, these random sampling techniques are very time and money consuming and a large population is needed in order to create a sample of organizations (Dudovskiy, 2016).

Third, this study has a cross-sectional design, meaning that measurements were done only at one single point of time. This brings the disadvantage of not being able to determine causality. Therefore, no conclusions can be drawn on the direction of the relations between the constructs under study (Levin, 2006). This is because, the constructs were measured at only one point in time which might create a not representative image (Levin, 2006). To avoid this issue, a longitudinal design could be used in order to measure the constructs across different points in time and to create an insight on the direction of the relationships between the constructs (Levin, 2006). Nonetheless, a longitudinal design can be a time and money consuming method and is not desirable for exploratory studies. (Yee & Niemeier, 1996).

Fourth, the data is based on self-reports which can lead to social desirability bias. Social desirability bias is concerned with tendency of some respondents to report an answer in a way they think to be more socially acceptable than would be their "true" answer (Callegaro, 2008). It can take one of two forms; firstly, self-deception, whereby a respondent provides inaccurate information but believes that it is accurate. Secondly, it might be the case that a respondent intentionally distort responses to appear better than they are (Callegaro, 2008). However, it is difficult to overcome this kind of problem, as these constructs are nearly impossible to measure in a non-invasive way (Mäkikangas, Kinnunen, & Feldt, 2004). To avoid the issue of social desirability, indirect questioning can be used in which participants are asked to answer questions from the perspective of somebody else (Otis et al., 1978).

At last, making a comparison between smaller and larger SMEs based on their size was difficult within this study because size was positively skewed what created a less clear image of the distribution of size. Reason for this lies in the fact that eight master students collectively gathered data for their independent studies, which were all written within in the context of SMEs. Because of this collaboration, it was not possible to target specifically on a wide variation of organizations based on their size.

Suggestions for future research

The first suggestion for future research based on the limitations of this study is to use the quota sampling technique, which is based on non-probability sampling and has the purpose to gather representative data from a population (Dudovskiy, 2016). By selecting a more varied sample of organizations based on their size, it would make it more valid to compare small and medium-sized firms to answer the research question of this study. This leads to a better understanding in explaining differences within the SME context. In addition, it is recommended to further investigate the differences between small and larger SMEs since other factors besides financial resources can explain these differences. Especially, the characteristics paternalistic management style (Wilkinson, 1999) and formality versus informality (Saridakis et al., 2012) since these constructs can explain differences within the SME context. Therefore, these constructs should be included in a questionnaire by adding scales that measure these constructs.

At second, it was found in this study that LMX did not buffer the relation between pay level dissatisfaction and commitment. As described earlier in the discussion section of this study, it might be that even due to these positive feelings formed by a high-quality LMX relation, the job-demands are more present than the job-resources what does not lead to a buffer effect. Therefore, it is recommended to get a deeper insight in how different job-resources like LMX, hold against the demand pay level dissatisfaction and how this influences the transition point in where LMX is supposed to buffer the relation between pay level dissatisfaction and commitment. Especially, since smaller firms provide more supportive working conditions that can be seen as job-resources beside LMX like team-working conditions (Kroon, van de Voorde & Timmers, 2012). Informality in the organization, which may result in employees taking up more responsibilities and being more involved in the decision making process, is an example of such a unique working condition (Moy & Lee, 2002).

Another important suggestion for future research is to find support for the right mechanism that might explain the moderating role of LMX in the mediation model. Besides the JD-R model of Bakker and Demerouti (2007), other mechanisms might explain the hypothesized effect of LMX. For example, social exchange theory, since different authors

suggest that this construct explains the reciprocation of good treatment by both parties that lead to higher levels of commitment (Wayne, Shore & Liden, 1997; Casimir, et al., 2014).

Additionally, the possible role of POS as supporting moderator instead of LMX can be further explored. Especially, since the constructs POS and LMX are closely related to each other, however they differ in the aspect of direct and indirect feedback from the organization towards an employee (Wayne, Shore & Liden, 1997). Therefore, it would be useful to investigate if support from the organization (POS), support from a leader (LMX) or the combination of the two constructs is the most beneficial way to buffer for the negative consequences of pay level dissatisfaction on commitment.

The last suggestion for future research refers to the stages on which LMX is formed as mentioned in the theoretical framework of this study. Graen & Uhl-Bien (1995) found that LMX relations are formed across four different stages where in the end a high-quality LMX relation is reached. These stages imply that forming a high-quality LMX relation takes time which is related to tenure. Therefore, it is recommended to investigate the influence of tenure on the levels of LMX. This might create a better insight in how LMX may buffer for pay level dissatisfaction on commitment.

Theoretical implications

This study contributes to a better understanding of the HR theoretical literature. The first implication refers to the SME context where size is used to create a better understanding of the relation between pay level dissatisfaction and commitment. This study builds on the previous research of Heneman and Judge (2000), Lawler (1971) and Van den Berghe & Tremblay (2008) who describe that pay level dissatisfaction is a result of the gap between what someone has and someone wants. In addition, the process of social comparison, which is based on the equity theory, describes how pay level dissatisfaction is formed (Tang & Chiu, 2003). By adding size before pay level dissatisfaction in the model, it was found that employees working in smaller SMEs tend to experience higher levels of pay level dissatisfaction compared to larger SMEs. This reasoning was not studied before. Besides that, most of the studies on the relation between pay level dissatisfaction and commitment were conducted within large firms and not within the SME context (Tang & Chiu, 2003; Van den Berghe & Tremblay, 2008); Ben Ayed, Van den Berghe & Panaccio, 2012). In addition, this study provides evidence for the resource poverty perspective. Within this perspective the assumption is made that smaller firms tend to have less financial resources compared to larger firms (Welsch, White & Dowell, 1982). Due to these less financial resources, smaller SMEs can provide a less competitive pay rate to their

employees, which in turn leads to more pay level dissatisfaction (Welsch, White & Dowell, 1982).

Second, this study contributes to the academic literature by providing evidence for the mediating role of pay level dissatisfaction in the relation between firm size and commitment. Here it was found that the perception on satisfaction about someone's pay level strongly affects the levels of commitment for employees working in smaller SMEs due to reciprocation. Interestingly, a small direct relation between a firm's size and commitment was found which implies that employees working in smaller SMEs tend to experience more commitment compared to employees working in larger SMEs. These differences of commitment as an employee outcome within the SME context, was not studied before, which forms an important theoretical contribution of this study. Furthermore, these arguments add to the academic literature by having a contribution to the small is beautiful - bleak house debate of the 1970's (Harney & Nolan, 2014).

Practical implications

This study provides, beside several theoretical implications, some practical implications that can be useful for organizations, especially for SMEs and other stakeholders.

The first practical implication stems from the findings that employees working in smaller firms tend to be less satisfied with their pay level. Hence, smaller firms need to be aware of this relation and should consider this when determining their compensation strategy. Due to higher levels of pay level dissatisfaction, employees in smaller SMEs tend to be less committed. This has some implications for smaller SMEs regarding a less committed workforce compared to larger SMEs. Committed employees have the desire to stay with the organization and to be involved (Allen & Meyer, 1990). This brings along positive organizational outcomes such as lower turnover intentions, lower absenteeism costs and higher levels of performance (Cohen, 1991, 1993; Riketta, 2002). Therefore, it is beneficial for organizations to have a better insight in how pay level satisfaction effects commitment and know that this negative relation is stronger for smaller organizations compared to larger ones. Thus, it is recommended for smaller SMEs to more enhance the three other factors that besides pay level form the construct pay level dissatisfaction. Especially, the factor benefits and the factor pay structure and administration, since these factors are less related to firm's financial resources (Henneman & Schwab, 1985).

Although the hypothesized moderating role of LMX was not confirmed in this study, LMX can be seen as an important facilitator to enhance commitment within the SME context. The results of this study implicate the importance of a high-quality LMX relationship, since the magnitude of the relation between LMX and commitment was large in this study. Here, it was

stated that the distribution of organizational resources like work related benefits and psychological support to employees by an employee's manager lead to a high-quality LMX relations. When an employee has a high-quality LMX relationship with his or her leader, the employee can experience high levels of trust, support, satisfaction, common bonds and the feeling of being liked by their manager due to their exchange relationship. By having these positive feelings, an employee is willing to maintain this relationship and therefore will not leave the organization (Mossholder, Settoon & Henagan, 2005). This is closely related to affective commitment that describes the desire to stay within the organization because an employee has the intrinsic motivation to do so (Allen & Meyer, 1990). These findings are in line with the study of Lawler and Yoon (1996) who found that the positive feelings, due to an exchange relation, lead to affective commitment. Consequently, it is recommended to SMEs to invest in high-quality LMX relations to enhance organizational commitment in the workforce.

Conclusion

Nabil Shalaby once said: "Small is beautiful, as the saying goes, and thus small businesses, but only if we had the will to actually be the main engine of the economy" (Shalaby, n.n.). This saying can be interpreted in the way that SMEs do matter for the global economy, but have to use their strengths to overcome their disadvantages. This study confirms a disadvantage due to the finding that employees working in smaller SMEs are less committed to the organization due to higher levels of pay level dissatisfaction compared to employees working in larger SMEs. Besides, it is confirmed that LMX is not able to buffer for this relation. On the other hand, it is found that a high-quality leader-member exchange relation directly increases employee's levels of commitment. Thus, smaller firms can partly overcome their disadvantages by the distribution of organizational resources like work related benefits and psychological support to employees. Future research is recommended to get more insight and gain a better understanding of the reciprocation of unique working conditions within the SME context. These unique working conditions such as LMX might compensate for the disadvantages smaller SMEs have. This is important, as SMEs need to be able to cope with their limited financial resources and maintain having committed employees in their workforce.

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Appendices

Appendix A

Permission form employer

Beste ondernemer,

Hartelijk dank voor uw deelname aan ons onderzoek!

Als onderzoekers van Tilburg Universiteit (TiU) streven wij naar een zorgvuldig en integer onderzoek. We informeren u graag wat dit voor u als deelnemende organisatie inhoudt. Alvorens er data wordt verzameld in uw organisatie, vragen wij om uw akkoord voor het uitvoeren van het onderzoek in uw organisatie en voor het zorgvuldige gebruik van de verzamelde gegevens (onderaan deze brief).

Gedragscode integer onderzoek

Onderzoekers en studenten van Tilburg University houden zich aan de Nederlandse Gedragscode Wetenschapsbeoefening, dat regels bevat voor wetenschappelijk onderzoek aan de Nederlandse universiteiten. De gedragscode heeft betrekking op zorgvuldigheid, betrouwbaarheid, controleerbaarheid, onpartijdigheid en onafhankelijkheid (www.tilburguniversity.edu/nl/over/tilburg-university/gedrag-integriteit).

TiU beleid over onderzoeksdata

Voor integer onderzoek zijn afspraken nodig over het bewaren en toegankelijk maken van onderzoeksdata, zodat deze controleerbaar zijn en eventueel hergebruikt of gerepliceerd kunnen worden. Dit betekent dat door TiU gegenereerde onderzoeksdata worden opgeslagen, beheerd en toegankelijk gemaakt in overeenstemming met de daartoe ontwikkelde wettelijke eisen (auteurswet, privacywet etc.) en de relevante gedragscodes. Dit is vastgelegd in de Regeling Onderzoeksdatamanagement, te vinden op: <https://www.tilburguniversity.edu/nl/over/tilburg-university/gedrag-integriteit/download-regeling-onderzoeksdatamanagement/>.

Voor ons onderzoek betekent dit het volgende:

- De vragenlijstgegevens die voor dit onderzoek worden verzameld, worden *vertrouwelijk* behandeld en *anoniem verwerkt en opgeslagen*.
- Indien gewenst zullen de data ter *inzage* worden gesteld aan de commissie onderzoekintegriteit van Tilburg Universiteit (N.B.: deze commissie bekijkt steekproefsgewijs onderzoeken om de betrouwbaarheid en integriteit van het onderzoek te controleren), conform de Regeling Onderzoeksdatamanagement.
- De betrokken organisatie heeft recht op *inzage* van de geanonimiseerde onderzoeksresultaten.

Procedure

Het onderzoek wordt uitgevoerd in een steekproef van circa 120 kleine en middelgrote organisaties. In iedere deelnemende organisatie worden twee vragenlijsten gebruikt: één voor de manager/eigenaar van het bedrijf en één vragenlijst voor een *steekproef* van de medewerkers. Bij de vragenlijst ontvangen alle deelnemers een brief met een toelichting op het onderzoek, waarin zij aangeven vrijwillig aan het onderzoek deel te nemen. De student-onderzoeker die het onderzoek in uw organisatie uitvoert zal de procedure verder toelichten. De student zal ook met u afstemmen hoe de resultaten van het onderzoek aan u teruggekoppeld worden.

Ondertekening

Ik verklaar dat ik bekend ben met de regeling onderzoeksdatamanagement en dat ik akkoord ga met de dataverzameling volgens de TiU richtlijnen, door het invullen van onderstaande gegevens.

Naam:

.....
.....

Organisatie:

.....
.....

Datum:

.....
.....

Handtekening:

.....
.....

Indien u nog vragen heeft, kunt u contact opnemen met de onderzoekscoördinatie.

Joyce Kox Msc, dr. Astrid Kramer & dr. Brigitte Kroon.

Appendix B

Employer questionnaire

Uitnodiging vragenlijst onderzoek Tilburg University – ondernemers

Sociaal kapitaal in MKB: Organisatiekenmerken en bevlogenheid van werknemers

Geachte heer/mevrouw,

Hartelijk bedankt voor uw toezegging om aan ons onderzoek deel te nemen.

Achtergrond van het onderzoek

Hoewel het grootste deel van de EU-beroepsbevolking werkzaam is in organisaties met minder dan 250 werknemers, is de meeste kennis over personeelsbeleid in kleinere organisaties nog steeds ten onrechte gebaseerd op onderzoek dat is uitgevoerd in grote organisaties. Van alle MKB ondernemingen wordt bovendien geschat dat ongeveer twee-derde familiebedrijven zijn. In het familiebedrijf lopen het familiesysteem, eigenaarschap en de dagelijkse bedrijfsvoering door elkaar heen, wat resulteert in een organisatie context die moeilijk te vergelijken is met de context van andere organisaties. Het doel van ons onderzoek is om te kijken hoe organisatiekenmerken van (familie-) MKB bedrijven zich verhouden tot personeelsbeleid en werknemersattitudes, teneinde kennis en onderwijs over en advies aan familiebedrijven te verbeteren.

Wie voert het onderzoek uit

Het onderzoek staat onder leiding van onderzoekers van de Universiteit van Tilburg (vakgroepen *Human Resource Studies* en *Management*). Master studenten voeren het onderzoek in de bedrijven uit voor hun afstudeerscriptie. De naam van de student die voor het onderzoek in uw bedrijf verantwoordelijk is, vindt u op de volgende pagina.

De vragenlijst

De vragenlijst gaat over verschillende kenmerken van de organisatie. De vragenlijst bestaat uit 86 meerkeuze vragen. Het invullen van de vragenlijst duurt ongeveer 15 minuten. De vragenlijst is met zorg samengesteld en bestaat uit eerder geteste meetinstrumenten. U krijgt de vragenlijst uitgereikt door de student. Na het invullen van de vragenlijst kunt u de lijst weer inleveren bij de student.

Privacy

Deze studie is goedgekeurd door de Ethische Toetsingscommissie van Tilburg University. Uw vragenlijst wordt anoniem verwerkt. Niemand behalve de onderzoekers zien uw vragenlijst. De vragenlijsten worden door Tilburg University 10 jaar beschermd en anoniem opgeslagen en daarna vernietigd. De uitkomsten worden niet op individueel niveau gerapporteerd en zullen dus op geen enkele manier terug te herleiden zijn op een bepaalde organisatie of werknemer.

Toestemmingsformulier

Wij vragen uw toestemming voor deelname aan het onderzoek. Indien u akkoord bent en toestemming geeft voor deelname aan het onderzoek, zouden wij u willen vragen het bijgevoegde toestemmingsformulier te tekenen. Deze toestemmingsformulieren worden apart van de vragenlijsten ingenomen en bewaard, volgens de richtlijnen van Tilburg University.

Deelname is volledig vrijwillig, en tijdens het invullen van de vragenlijst is het mogelijk om op ieder moment te stoppen. Voor eventuele opmerkingen of klachten over dit onderzoek kunt u ook contact opnemen met de “Ethics Review Board” van Tilburg School of Social and Behavioral Sciences.

Mocht u nog vragen of opmerkingen hebben, zijn wij te bereiken via onderstaande contactgegevens.

Joyce Kox Astrid Kramer Brigitte Kroon	Onderzoekscoördinatie Tilburg University Telefoon:
---	---

Toestemmingsformulier

Ja, ik geef toestemming voor (kruis aan): ☐

Gegevens worden alleen gebruikt voor het onderzoek naar *Sociaal kapitaal in MKB: Organisatiekenmerken en bevlogenheid van werknemers*. De gegevens worden vertrouwelijk behandeld en voor een periode van 10 jaar gearhiveerd conform de richtlijnen van Tilburg University.

Naam:

.....
.....

Datum

.....
.....

Plaats

.....
.....

Handtekening
.....

In te vullen door onderzoeker:

Ondertekende verklaart dat de hierboven genoemde persoon zowel schriftelijk als mondeling over het bovenvermelde onderzoek is geïnformeerd. Hij/ zij verklaart tevens dat een

voortijdige beëindiging van de deelname door bovengenoemde persoon voor haar/hem geen
gevolgen heeft en dat bovengenoemde persoon hier geen reden voor hoeft aan te geven.

Naam onderzoeker

.....

Datum

.....

Handtekening onderzoeker

.....

De eerste vragen zijn algemene vragen die betrekking hebben op uzelf.

1. Wat is uw functie? _____
2. Bent u een ☐ Vrouw ☐ Man
3. In welk jaar bent u geboren? (vul jaartal in) _____
4. Wat is uw hoogst voltooide opleiding?
☐ Geen opleiding
☐ Lagere school
☐ VMBO
☐ MBO
☐ Middelbaar onderwijs (HAVO, VWO)
☐ Hoger Beroepsonderwijs (HBO)
☐ Wetenschappelijk onderwijs (WO)
☐ Anders, namelijk _____
5. Hoeveel jaar bent u werkzaam in dit bedrijf? _____ jaar
6. Wat zijn de belangrijkste producten en/of diensten van het bedrijf?

7. Kies de sector die het beste past bij het bedrijf.

<input type="checkbox"/> Landbouw, bosbouw en visserij	<input type="checkbox"/> Financiële instellingen
<input type="checkbox"/> Winning van delfstoffen	<input type="checkbox"/> Verhuur van en handel in onroerend goed
<input type="checkbox"/> Industrie	<input type="checkbox"/> Advisering, onderzoek, overige specialistische zakelijke dienstverlening
<input type="checkbox"/> Bouwnijverheid	<input type="checkbox"/> Verhuur van roerende goederen en overige zakelijke dienstverlening
<input type="checkbox"/> Groothandel	<input type="checkbox"/> Onderwijs
<input type="checkbox"/> Detailhandel	<input type="checkbox"/> Gezondheids- en welzijnszorg
<input type="checkbox"/> Vervoer en opslag	<input type="checkbox"/> Cultuur, sport en recreatie
<input type="checkbox"/> Logies-, maaltijd-, drankverstrekking	<input type="checkbox"/> Overige dienstverlening
<input type="checkbox"/> Informatie en communicatie	

De volgende vragen gaan over de omvang van het bedrijf.

8. Wat is het totale aantal medewerkers, incl. meewerkende eigenaren en parttimers? _____
9. Hoeveel "full time equivalent employees" (fte's) heeft het bedrijf nu? _____
10. Hoeveel "full time equivalent employees" (fte's) had het bedrijf een jaar geleden? _____

De volgende vragen gaan over de groei en relatieve prestaties van het bedrijf.

11. Zou een toename van uw werknemers met 100% in de komende vijf jaar, naar uw mening met name positief of negatief zijn?
☐ Heel erg negatief
☐ Negatief
☐ Een beetje negatief
☐ Neutraal
☐ Een beetje positief
☐ Positief
☐ Heel erg positief

12. Kunt u aangeven in welke mate de omzet is veranderd ten opzichte van vorig jaar?
- ☐ Met meer dan 100% toegenomen
 - ☐ Tussen de 50 en 100% toegenomen
 - ☐ Met minder dan 50% toegenomen
 - ☐ Stabiel / geen verandering
 - ☐ Met minder dan 50% afgenomen
 - ☐ Tussen de 50 en 100% afgenomen
 - ☐ Met meer dan 100% afgenomen

De volgende vragen gaan over de structuur van het bedrijf.

13. Wat is het grootste aantal hiërarchische niveaus tussen de top en de werkvloer? _____
14. Wat is het aantal organisatieonderdelen (afdelingen)? _____
15. Wat is het aantal managers? _____
16. Maakt de organisatie deel uit van een groter bedrijf? ☐ Ja ☐ Nee
17. Is de organisatie een franchise onderneming? ☐ Ja ☐ Nee
18. Heeft het bedrijf een ondernemingsraad/ werknemersvertegenwoordiging? ☐ Ja ☐ Nee
19. Heeft het bedrijf een persoon in dienst die zich specifiek bezighoudt met personeelszaken, zoals een personeelsmanager? ☐ Ja ☐ Nee

De volgende stellingen gaan over de mate van innovatie en ondernemerschap in het bedrijf. Geef aan in welke mate u het eens bent met de stellingen.

		Helemaal oneens	Mee oneens	Neutraal	Mee eens	Helemaal mee eens
20.	Het bedrijf heeft de afgelopen drie jaar veel nieuwe producten of diensten geïntroduceerd.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21.	Het bedrijf heeft de afgelopen drie jaar drastische veranderingen aangebracht in het aanbod van de producten en/of diensten.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22.	Het bedrijf heeft de afgelopen drie jaar nadruk gelegd op grote innovaties in de producten en diensten.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23.	In de afgelopen drie jaar, is het bedrijf met name risicovolle projecten (met kansen op een zeer hoog rendement) aangegaan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24.	In de afgelopen drie jaar, heeft het bedrijf gewaagde acties ondernomen om zichzelf en de producten of diensten te positioneren.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25.	Het bedrijf heeft een sterke toewijding getoond aan onderzoek, ontwikkeling, (technologisch) leiderschap en innovatie.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26.	Het bedrijf heeft strategieën gevolgd waarmee kansen in de bedrijfsomgeving benut konden worden.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<i>De volgende stellingen gaan over de bedrijfsstrategie en de bepaling daarvan. Geef aan in welke mate u het eens bent met de stellingen.</i>		Helemaal oneens	Mee oneens	Neutraal	Mee eens	Helemaal mee eens
27.	We hebben een strategie om onze doelen te behalen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28.	We hebben een plan voor ons bedrijf.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29.	We weten wat we moeten doen om onze bedrijfsdoelstellingen te behalen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30.	De doelstellingen voor ons bedrijf zijn niet duidelijk.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31.	We hebben een duidelijk beeld van waar we over vijf jaar willen staan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32.	We hebben specifieke korte termijn doelen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33.	De dingen die we ondernemen zijn meer gebaseerd op formele plannen dan op intuïtie.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34.	We hebben regelmatig management overleg om de strategie van onze organisatie te bespreken.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35.	We plannen meer voor de lange termijn dan voor de korte termijn.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36.	We houden onze concurrenten nauwlettend in de gaten.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37.	We doen systematisch onderzoek naar de trends in onze markt(en).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38.	We zoeken systematisch naar nieuwe mogelijkheden om te groeien, zoals investeringen, overnames of nieuwe producten.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
39.	Ons bedrijf heeft een duidelijk beeld van waar we voor staan, wat onze kernwaarden zijn en wat we willen bereiken.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<i>De volgende vragen gaan over de medewerkers in het bedrijf. Hoe beoordeelt u voor het bedrijf:</i>		Erg laag	Laag	Gemiddeld	Hoog	Erg hoog
40.	Het verloop van medewerkers?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41.	Het vermogen om goed gekwalificeerd personeel aan te trekken?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42.	Het vermogen om belangrijke medewerkers te kunnen behouden?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
43.	Het verzuimniveau in dit bedrijf?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
44.	De hoeveelheid arbeidsconflicten?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
45.	De kwaliteit van ideeën en suggesties waar medewerkers mee komen?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
46.	De bijdrage aan innovatie vanuit de medewerkers?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
47.	De betrokkenheid van medewerkers?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
48.	De flexibiliteit van medewerkers?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

De volgende vragen bevatten een linkerstelling en rechterstelling. Geef uw positie aan ten opzichte van de stellingen.

		1	2	3	4	5	6	7	
49.	In onze organisatie leg ik de nadruk op producten en diensten die zich bewezen hebben.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	In onze organisatie leg ik de nadruk op R&D, technologische vooruitstrevendheid en innovaties.
50.	In onze organisatie heb ik geen nieuwe producten en diensten geïntroduceerd.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	In onze organisatie heb ik veel nieuwe producten en diensten geïntroduceerd.
51.	Tijdens mijn periode als ondernemer/ leidinggevende binnen deze organisatie zijn de veranderingen in producten en diensten minimaal.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Tijdens mijn periode als ondernemer/ leidinggevende binnen deze organisatie zijn de veranderingen in producten en diensten behoorlijk omvangrijk.
52.	In mijn rol als ondernemer/ leidinggevende ben ik meestal degene die reageert op acties die door concurrenten zijn opgestart.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	In mijn rol als ondernemer/ leidinggevende ben ik meestal degene die acties opstart waar concurrenten op reageren.
53.	Binnen onze organisatie ben ik zelden de eerste die oppert voor nieuwe producten en diensten, verbeterde administratieve handelingen en verbeterde bedrijfstechnologieën.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Binnen onze organisatie ben ik meestal de eerste die oppert voor nieuwe producten en diensten, verbeterde administratieve handelingen en verbeterde bedrijfstechnologieën.
54.	In mijn functie als ondernemer/ leidinggevende heb ik sterk de voorkeur om concurrenten te volgen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	In mijn functie als ondernemer/ leidinggevende heb ik sterk de voorkeur om concurrenten voor te zijn.
55.	In mijn functie als ondernemer/ leidinggevende heb ik een sterke voorkeur voor projecten met weinig risico (met zekere standaard opbrengsten)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	In mijn functie als ondernemer/ leidinggevende heb ik een sterke voorkeur voor projecten met veel risico (met de kans op zeer hoge opbrengsten).
56.	Ik ben ervan overtuigd dat als gevolg van deze omgeving, het beste is om op geleidelijke, timide wijze de omgeving te verkennen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Ik ben ervan overtuigd dat als gevolg van deze omgeving, krachtig optreden noodzakelijk is om de doelen te behalen.
57.	In mijn functie als ondernemer/ leidinggevende neem ik doorgaans een afwachtende houding aan om zo de kans te verkleinen dat er kostbare beslissingen gemaakt moeten worden.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	In mijn functie als ondernemer/ leidinggevende neem ik doorgaans een krachtige, agressieve houding aan zodat potentiële kansen beter benut kunnen worden.

De volgende vragen gaan over de eigendomsstructuur van het bedrijf.

58. Welk percentage van de aandelen / eigendom is in handen van familie en niet familieleden?

 % familie
% niet familie
59. Uit hoeveel leden bestaat het management? _____
60. Hoeveel leden in het management zijn familieleden? _____
61. Heeft uw bedrijf een raad van commissarissen?
☐ Ja (ga door met vraag 62)
☐ Nee (ga door met vraag 64)
62. Uit hoeveel leden bestaat de raad van commissarissen? _____
63. Hoeveel leden in de raad van commissarissen zijn familieleden? _____
64. Heeft uw bedrijf een raad van advies?
☐ Ja (ga door met vraag 65)
☐ Nee (ga door met vraag 67)
65. Uit hoeveel leden bestaat de raad van advies? _____
66. Hoeveel leden in de raad van advies zijn familieleden? _____

De volgende vragen gaan over de mate waarin het bedrijf in beheer is van één familie.

67. Volgens het CBS en de Europese Commissie is een bedrijf een familiebedrijf als één familie een meerderheid van zeggenschap heeft. De familie moet ook formeel betrokken zijn bij het bestuur en het bedrijf moet ook juridisch overdraagbaar zijn.
- Is het bedrijf volgens deze definitie een familiebedrijf?
☐ Ja (ga door met vraag 68)
☐ Nee (ga door met vraag 84)
68. Welke generatie(s) is/zijn eigenaar van het bedrijf? _____ generatie(s)
69. Welke generatie(s) is verantwoordelijk voor de dagelijkse leiding van het bedrijf?
☐ De _____ generatie.
☐ Niet van toepassing, want geen familieleden actief in de dagelijkse leiding.
70. Welke generatie is actief binnen de raad van commissarissen?
☐ De _____ generatie.
☐ Niet van toepassing, want geen familieleden actief in raad van commissarissen of geen raad van commissarissen.
71. Hoeveel familieleden hebben een actieve rol in het bedrijf? _____ leden

*De volgende stellingen gaan over de bedrijfscultuur in het familiebedrijf.
Geef aan in welke mate u het eens met de volgende stellingen.*

		Helemaal oneens	Mee oneens	Neutraal	Mee eens	Helemaal mee eens
72.	Uw familie heeft invloed op uw bedrijf.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
73.	Uw familieleden delen dezelfde waarden.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
74.	Uw familie en uw bedrijf delen dezelfde waarden.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
75.	Familieleden verdedigen het familiebedrijf in gesprekken met vrienden, werknemers en andere familieleden.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
76.	Familieleden voelen loyaliteit naar het familiebedrijf.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
77.	Familieleden vertellen graag trots aan anderen dat zij deel uitmaken van het familiebedrijf.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
78.	Familieleden zijn op de lange termijn gebaat bij een actieve deelname in het familiebedrijf.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
79.	Familieleden zijn het eens over de doelstellingen, plannen en het beleid van het familiebedrijf.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
80.	Familieleden geven echt om de toekomst van het familiebedrijf.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
81.	De beslissing om betrokken te zijn bij het familiebedrijf heeft een positieve invloed op mijn leven.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
82.	Ik begrijp en steun de beslissingen van mijn familie met betrekking tot de toekomst van het familiebedrijf.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
83.	Familieleden zijn bereid om veel meer te doen dan wat normaal wordt verwacht om het familiebedrijf te laten slagen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

84. Zouden wij uw gegevens uit deze vragenlijst mogen koppelen aan gegevens die vrij toegankelijk zijn, zoals de KvK? Deze gegevens worden alleen gebruikt voor verdere verdieping van het onderzoek.

☐ Ja, naam bedrijf _____

☐ Nee

85. Als u interesse heeft in het ontvangen van de aggregeerde onderzoeksresultaten, laat dan hier uw e-mail adres achter.

☐ Ja, e-mail adres _____

☐ Nee

86. Heeft u verder nog vragen en/of opmerkingen naar aanleiding van de vragenlijst? ☐ Ja ☐ Nee

Dit is het einde van de vragenlijst. Bedankt voor uw medewerking.

Joyce Kox, Astrid Kramer & Brigitte Kroon
Tilburg University

Appendix C

Employee questionnaire

Uitnodiging vragenlijst onderzoek Tilburg University: werknemers

Sociaal kapitaal in MKB: Organisatiekenmerken en bevoegenheid van werknemers

Geachte heer/mevrouw,

Hartelijk bedankt voor uw toezegging om aan ons onderzoek deel te nemen.

Achtergrond van het onderzoek

Hoewel het grootste deel van de EU-beroepsbevolking werkzaam is in organisaties met minder dan 250 werknemers, is de meeste kennis over personeelsbeleid in kleinere organisaties nog steeds ten onrechte gebaseerd op onderzoek dat is uitgevoerd in grote organisaties. Van alle MKB ondernemingen wordt bovendien geschat dat ongeveer twee-derde familiebedrijven zijn. In het familiebedrijf lopen het familiesysteem, eigenaarschap en de dagelijkse bedrijfsvoering door elkaar heen, wat resulteert in een organisatie context die moeilijk te vergelijken is met de context van andere organisaties. Het doel van ons onderzoek is om te kijken hoe organisatiekenmerken van (familie-) MKB bedrijven zich verhouden tot personeelsbeleid en werknemersattitudes, teneinde kennis en onderwijs over en advies aan familiebedrijven te verbeteren.

Wie voert het onderzoek uit

Het onderzoek staat onder leiding van onderzoekers van de Universiteit van Tilburg (vakgroepen *Human Resource Studies* en *Management*). Master studenten voeren het onderzoek in de bedrijven uit voor hun afstudeerscriptie. De naam van de student die voor het onderzoek in uw bedrijf verantwoordelijk is, vindt u op de volgende pagina.

De vragenlijst

De vragenlijst gaat over verschillende kenmerken van uw werk, het personeelsbeleid en uw werkbeleving. De vragenlijst bestaat uit ongeveer 90 meerkeuze vragen. Het invullen van de vragenlijst duurt ongeveer 15 minuten. De vragenlijst is met zorg samengesteld en bestaat uit eerder geteste meetinstrumenten. U krijgt de vragenlijst uitgereikt door de student. Na het invullen van de vragenlijst kunt u de lijst weer inleveren bij de student.

Privacy

Deze studie is goedgekeurd door de Ethische Toetsingscommissie van Tilburg University. Uw vragenlijst wordt anoniem verwerkt. Niemand behalve de onderzoekers zien uw vragenlijst. De vragenlijsten worden door Tilburg University 10 jaar beschermd en anoniem opgeslagen en daarna vernietigd. De uitkomsten worden niet op individueel niveau gerapporteerd en zullen dus op geen enkele manier terug te herleiden zijn op een bepaalde organisatie of werknemer.

Toestemmingsformulier

Wij vragen uw toestemming voor deelname aan het onderzoek. Indien u akkoord bent en toestemming geeft voor deelname aan het onderzoek, zouden wij u willen vragen het bijgevoegde toestemmingsformulier te tekenen. Deze toestemmingsformulieren worden apart van de vragenlijsten ingenomen en bewaard, volgens de richtlijnen van Tilburg University.

Deelname is volledig vrijwillig, en tijdens het invullen van de vragenlijst is het mogelijk om op ieder moment te stoppen. Voor eventuele opmerkingen of klachten over dit onderzoek kunt u ook contact opnemen met de “Ethics Review Board” van Tilburg School of Social and Behavioral Sciences.

Mocht u nog vragen of opmerkingen hebben, zijn wij te bereiken via onderstaande contactgegevens.

Joyce Kox Astrid Kramer Brigitte Kroon <hr/>	Onderzoekscoördinatie Tilburg University Telefoon:
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Toestemmingsformulier

Ja, ik geef toestemming voor (kruis aan):

☐

deelname aan het onderzoek.

Gegevens worden alleen gebruikt voor het onderzoek naar *Sociaal kapitaal in MKB: Organisatiekenmerken en bevoegdheid van werknemers*. De gegevens worden vertrouwelijk behandeld en voor een periode van 10 jaar gearhiveerd conform de richtlijnen van Tilburg University.

Naam

.....
.....

Datum

.....
.....

Plaats

.....
.....

Handtekening

.....
.....

In te vullen door onderzoeker:

Ondertekende verklaart dat de hierboven genoemde persoon zowel schriftelijk als mondeling over het bovenvermelde onderzoek is geïnformeerd. Hij/zij verklaart tevens dat een voortijdige beëindiging van de deelname door bovengenoemde persoon voor haar/hem geen gevolgen heeft en dat bovengenoemde persoon hier geen reden voor hoeft aan te geven.

Naam onderzoeker

.....

Datum

.....

Handtekening onderzoeker

.....

De eerste vragen zijn algemene vragen die betrekking hebben op uzelf.

1. Wat is uw functie? _____
2. Bent u een ☐ Vrouw ☐ Man
3. In welk jaar bent u geboren? (vul jaartal in) _____
4. Wat is uw hoogst voltooide opleiding?
 - ☐ Geen opleiding
 - ☐ Lagere school
 - ☐ VMBO
 - ☐ MBO
 - ☐ Middelbaar onderwijs (HAVO, VWO)
 - ☐ Hoger Beroepsonderwijs (HBO)
 - ☐ Wetenschappelijk onderwijs (WO)
 - ☐ Anders, namelijk _____
5. Hoeveel jaar bent u werkzaam bij dit bedrijf? _____ jaar
6. Voor hoeveel uur per week heeft u een aanstelling? (aantal uur/ per week)
7. Hoeveel uur per week werkt u feitelijk? (aantal uur/ per week)
8. Wat voor soort contract heeft u?
 - ☐ Vast
 - ☐ Tijdelijk met uitzicht op vast
 - ☐ Tijdelijk
 - ☐ Oproep/ uitzendkracht
9. Geeft u leiding? ☐ Ja ☐ Nee (ga naar vraag 11)
10. Indien ja: aan hoeveel mensen geeft u direct leiding? _____ (aantal)

De volgende stellingen gaan over de mate waarin u zich identificeert met de organisatie. Geef aan in welke mate u het eens bent met de stellingen.

		Helemaal oneens	Mee oneens	Neutraal	Mee eens	Helemaal mee eens
11.	Als iemand kritiek heeft op de organisatie dan voelt dat als een persoonlijke belediging.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12.	Ik ben erg geïnteresseerd in wat anderen denken over de organisatie.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13.	Als ik over de organisatie praat, dan spreek ik eerder over "wij" dan over "zij".	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14.	Successen van de organisatie, zijn ook mijn successen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15.	Wanneer iemand positief over de organisatie praat, voelt het als een persoonlijk compliment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16.	Als de media de organisatie zouden bekritisieren, dan zou ik me schamen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

		Helemaal oneens	Mee oneens	Neutraal	Mee eens	Helemaal mee eens
<i>De volgende stellingen gaan over de relatie met uw leidinggevende. Geef aan in welke mate u het eens bent met de stellingen.</i>						
17.	Ik vind mijn leidinggevende een leuk persoon.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18.	Mijn leidinggevende is het soort mens dat men graag als vriend heeft.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19.	Het is erg leuk om met mijn leidinggevende te werken.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20.	Mijn leidinggevende verdedigt mijn werk gerelateerde acties tegenover anderen, zelfs wanneer hij/zij niet de complete kennis heeft van de betreffende kwestie.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21.	Mijn leidinggevende zal mij verdedigen wanneer ik door anderen wordt "aangevallen".	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22.	Mijn leidinggevende zal mij verdedigen tegenover anderen in de organisatie als ik een echte fout heb begaan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23.	Ik doe werkzaamheden voor mijn leidinggevende die verder gaan dan in mijn functieomschrijving zijn opgenomen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24.	Ik ben bereid extra moeite te doen om de belangen van mijn leidinggevende te behartigen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25.	Ik vind het niet erg om zo hard mogelijk te werken voor mijn leidinggevende.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26.	Ik ben onder de indruk van de kennis die mijn leidinggevende heeft van zijn/haar taken.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27.	Ik heb respect voor de kennis en competenties van mijn leidinggevende met betrekking tot zijn/haar taken.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28.	Ik bewonder de professionele vaardigheden van mijn leidinggevende.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

		Helemaal oneens	Mee oneens	Neutraal	Mee eens	Helemaal mee eens
<i>De volgende stellingen gaan over uw intentie om te veranderen van werkgever. Geef aan in welke mate u het eens bent met de stellingen.</i>						
29.	Ik denk er wel eens over om van werkgever te veranderen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30.	Ik ben van plan om het komend jaar werk bij een andere organisatie te zoeken.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31.	Ik verwacht dat ik binnenkort bij een ander bedrijf werk.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

De volgende stellingen gaan over rechtvaardigheid. Bij rechtvaardigheid kunt u denken aan begrippen als eerlijkheid en redelijkheid. Geef aan in welke mate u het eens bent met de stellingen

		Helemaal oneens	Mee oneens	Neutraal	Mee eens	Helemaal mee eens
32.	De procedure die gebruikt wordt om mijn prestaties te beoordelen is eerlijk.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33.	De procedure die gebruikt wordt om mijn salaris te bepalen is eerlijk.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34.	De procedures die gebruikt worden in deze organisatie om besluiten te nemen over promoties of functieveranderingen zijn eerlijk.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35.	De procedures waarmee zorgen of klachten die ik inbreng over deze organisatie worden behandeld zijn eerlijk.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36.	Ik ben tevreden met de manier waarop beoordelingsgesprekken worden uitgevoerd in deze organisatie.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37.	Ik ben tevreden met de procedure waarmee iedere zorg of klacht die ik inbreng over deze organisatie wordt behandeld.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38.	Ik ben tevreden met de procedure waarmee beslissingen worden genomen over mijn promotie of functieveranderingen binnen de organisatie.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
39.	Ik ben tevreden met de procedure waarmee mijn salaris wordt vastgesteld.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
40.	De beoordeling of evaluatie die ik kreeg tijdens mijn laatste beoordelingsgesprek was eerlijk.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41.	De hoeveelheid salaris die ik ontvang is eerlijk.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42.	De beslissingen die genomen zijn over mijn promotie of functieveranderingen zijn eerlijk.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
43.	Als ik zorgen of klachten inbreng over iets in de organisatie, dan volgt daar een eerlijke reactie of behandeling op.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
44.	De score of evaluatie die ik tijdens mijn laatste beoordeling kreeg, kwam overeen met wat ik verdiende te krijgen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
45.	Als ik zorgen of klachten inbreng over iets in de organisatie, dan is de reactie uit de organisatie gelijk aan wat ik verdien.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
46.	Beslissingen die over mijn promotie of functieverandering in deze organisatie zijn gemaakt, zijn gelijk aan wat ik verdien te krijgen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
47.	De hoeveelheid salaris die ik ontvang komt overeen met wat ik verdien te krijgen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

De volgende stellingen gaan over uw tevredenheid met uw salaris en de organisatie in het algemeen. Geef aan in welke mate u het eens bent met de stellingen.

		Helemaal oneens	Mee oneens	Neutraal	Mee eens	Helemaal mee eens
48.	In deze organisatie worden goede lonen betaald.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
49.	Ik kan van mijn loon behoorlijk rondkomen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
50.	Ik word voldoende betaald voor het werk dat ik lever.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
51.	Alles bij elkaar ben ik tevreden over werken bij deze organisatie.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

De volgende vragen gaan over personeelsbeleid. Geef aan in welke mate deze stellingen van toepassing zijn op werknemers binnen de organisatie.

		Van toepassing op geen enkele werknemer	Van toepassing op enkele werknemers	Van toepassing op de helft van alle werknemers	Van toepassing op bijna alle werknemers	Van toepassing op alle werknemers
52.	Onze organisatie probeert werknemers op te leiden.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
53.	Binnen onze organisatie bestaat de mogelijkheid tot het volgen van interne bedrijfstrainingen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
54.	Binnen onze organisatie bestaat de mogelijkheid tot het volgen van externe trainingen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
55.	Binnen onze organisatie wordt de mogelijkheid geboden om vaardigheden verder te ontwikkelen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
56.	Werknemers kunnen deelnemen aan sociale vaardigheidstrainingen zoals communicatietraining of presentatietraining.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
57.	De organisatie heeft carrièretrajecten voor werknemers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
58.	Werknemers in deze organisatie ontvangen hogere salarissen dan bij vergelijkbare organisaties.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
59.	Werknemers verdienen naast hun basissalaris een bonus of andere financiële extra's.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
60.	Werknemers worden geïnformeerd over de bedrijfsresultaten.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
61.	Werknemers worden geïnformeerd over de toekomstige plannen van de organisatie.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
62.	Werknemers worden betrokken bij werkoverleg.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
63.	In onze organisatie worden werknemers betrokken bij het maken van beleid.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
64.	Werknemers hebben de vrijheid om in nieuwe materialen en technologie te investeren.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
65.	Binnen onze organisatie delen werknemers zelf hun onderlinge taken in.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
66.	Werknemers werken in teams.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

De volgende vragen gaan over de carrièremogelijkheden binnen de organisatie. Geef aan in welke mate u het eens bent met de stellingen.

		Helemaal oneens	Mee oneens	Neutraal	Mee eens	Helemaal mee eens
67.	Deze organisatie biedt mij voldoende opleidingsmogelijkheden voor mijn huidige werk.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
68.	Ik ben tevreden over de ontwikkelingsmogelijkheden met het oog op een toekomstige functie.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
69.	Ik krijg voldoende begeleiding bij mijn loopbaanontwikkeling.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<i>De volgende stellingen gaan over uw gevoel van betrokkenheid bij de organisatie. Geef aan in welke mate u het eens bent met de stellingen.</i>		Helemaal oneens	Mee oneens	Neutraal	Mee eens	Helemaal mee eens
70.	Ik ervaar de problemen van deze organisatie als mijn eigen problemen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
71.	Ik voel me emotioneel gehecht aan deze organisatie.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
72.	Ik heb sterk het gevoel dat ik bij deze organisatie thuis hoor.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
73.	Deze organisatie betekent veel voor mij.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
74.	Ik voel me als "een deel van de familie" bij deze organisatie.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
75.	Ik heb zoveel van mijzelf in deze organisatie gestopt, dat het me moeilijk zou vallen ontslag te nemen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
76.	Ik voel mij ten opzichte van deze organisatie eigenlijk wel verplicht om nog een aantal jaar te blijven.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
77.	Vergeleken met de meeste andere banen die ik zou kunnen krijgen, is het werken bij deze organisatie erg aantrekkelijk.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<i>De volgende vier stellingen gaan over emotionele uitputting. Geef aan in welke mate u het eens bent met de stellingen.</i>		Nooit	Soms	Vaak	Altijd
78.	Ik voel me mentaal uitgeput door mijn werk.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
79.	Een hele dag werken vormt een zware belasting voor mij.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
80.	Aan het einde van een werkdag voel ik me leeg.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
81.	Ik voel me vermoeid als ik 's morgens opsta en er weer een werkdag voor me ligt.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<i>De volgende stellingen gaan over initiatief nemen. Geef aan in welke mate u het eens bent met de stellingen.</i>		Helemaal oneens	Mee oneens	Neutraal	Mee eens	Helemaal mee eens
82.	In mijn werk neem ik initiatief, ook wanneer anderen dit niet doen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
83.	Ik bediscussieer werkmethodes met mijn leidinggevende als ik vind dat ze beter kunnen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
84.	Op mijn werk doe ik suggesties om de manier van werken te verbeteren.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
85.	Wanneer werkmethodes of procedures niet effectief zijn, probeer ik daar iets aan te doen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
86.	Wanneer er iets niet klopt in de manier waarop het werk wordt gedaan, probeer ik dat te verbeteren.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

De volgende vragen gaan over eigendomsstructuur en uw verhouding tot de eigenaar.

87. Werkt u voor een familiebedrijf? Hiermee wordt bedoeld dat het bedrijf voor een aanzienlijke deel beheerd wordt door één familie.
- ☐ Ja, ik ben familielid (ga door naar vraag 88)
- ☐ Ja, ik ben geen familielid (ga door naar vraag 90)
- ☐ Nee (ga door naar vraag 95)
- ☐ Weet niet (ga door naar vraag 95)

88. Wat is uw relatie tot de oorspronkelijk oprichter? (bijv. vader, moeder, broer, zus, oom, tante, neef, nicht, (achter)kleinkind).

89. Wat is uw relatie tot de huidige eigenaar? (bijv. vader, moeder, broer, zus, oom, tante, neef, nicht, (achter)kleinkind)

De volgende vragen gaan over de mate van waarin u zich identificeert met de familie die eigenaar is van het bedrijf. Geef aan in welke mate u het eens bent de stellingen.

	Helemaal oneens	Mee oneens	Neutraal	Mee eens	Helemaal mee eens
90. Als iemand kritiek heeft op de familie, dan voelt dat als een persoonlijke belediging.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
91. Ik ben erg geïnteresseerd in wat anderen denken over de familie.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
92. Als ik over de familie praat, dan spreek ik eerder over "wij" dan over "zij".	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
93. Als iemand positief over de familie praat, voelt het als een persoonlijk compliment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
94. Als de media de familie zouden bekritisieren, dan zou ik me schamen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

95. Heeft u verder nog vragen en/of opmerkingen naar aanleiding van de vragenlijst?

Dit is het einde van de vragenlijst. Bedankt voor uw medewerking.

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Appendix D

Constructs and items in the model

Commitment:

Source: Van Veldhoven, M., Prins, J., Van der Laken, P. & Dijkstra, L. QEEW2.0; 42 scales for survey research on work, well-being ^[1]_{SEP} and performance. SKB. Amsterdam. 2015.

Questions:

1. Ik ervaar de problemen van deze organisatie als mijn eigen problemen.
2. Ik voel me emotioneel gehecht aan deze organisatie.
3. Ik heb sterk het gevoel dat ik bij deze organisatie thuis hoor.
4. Deze organisatie betekent veel voor mij.
5. Ik voel me als “een deel van de familie” bij deze organisatie.
6. Ik heb zoveel van mijzelf in deze organisatie gestopt, dat het me moeilijk zou vallen ontslag te nemen.
7. Ik voel mij ten opzichte van deze organisatie eigenlijk wel verplicht om nog een aantal jaar te blijven.
8. Vergeleken met de meeste andere banen die ik zou kunnen krijgen, is het werken bij deze organisatie erg aantrekkelijk.

Answers:

- 1 = Helemaal mee oneens
- 2 = Mee oneens
- 3 = Neutraal
- 4 = Mee eens
- 5 = Helemaal mee eens

Organizational size:

Question: Wat is het totale aantal medewerkers, inclusief meewerkende eigenaren en parttimers?

Answer category: Invullen totaalaantal werknemers incl. parttime medewerkers en eigenaar.

Pay satisfaction:

Source: Bron: Van Veldhoven, M., Prins, J., Van der Laken, P. & Dijkstra, L. QEEW2.0; 42 scales for survey research on work, well-being ^[1]_{SEP} and performance. SKB. Amsterdam. 2015.

Questions:

1. In deze organisatie worden goede lonen betaald.
2. Ik kan van mijn loon behoorlijk rondkomen.
3. Ik word voldoende betaald voor het werk dat ik lever.

Answers:

- 1 = Helemaal mee oneens
2 = Mee oneens
3 = Neutraal
4 = Mee eens
5 = Helemaal mee eens

Leader-Member exchange

Source: Robert C. Liden and John M. Maslyn (1998). Multi-dimensionality of Leader-Member Exchange: An Empirical Assessment through Scale Development. Journal of Management 24: 43

Questions:

1. Ik vind mijn leidinggevende een leuk persoon.
2. Mijn leidinggevende is het soort mens dat men graag als vriend heeft.
3. Het is erg leuk om met mijn leidinggevende te werken.
4. Mijn leidinggevende verdedigt mijn werk gerelateerde acties tegenover een hogere leidinggevende, zelfs wanneer hij/zij niet de complete kennis heeft van de betreffende kwestie.
5. Mijn leidinggevende zal mij verdedigen wanneer ik door anderen wordt “aangevallen”.
6. Mijn leidinggevende zal mij verdedigen tegenover anderen in de organisatie als ik een echte fout heb begaan.
7. Ik doe werkzaamheden voor mijn leidinggevende die verder gaan dan in mijn functieomschrijving zijn opgenomen.
8. Ik ben bereid extra moeite te doen om de belangen van mijn leidinggevende te behartigen.
9. Ik vind het niet erg om zo hard mogelijk te werken voor mijn leidinggevende.
10. Ik ben onder de indruk van de kennis die mijn leidinggevende heeft van zijn/haar taken.

11. Ik heb respect voor de kennis en competenties van mijn leidinggevende met betrekking tot zijn/haar taken.
12. Ik bewonder de professionele vaardigheden van mijn leidinggevende.

Answers:

- 1 = Helemaal mee oneens
- 2 = Mee oneens
- 3 = Neutraal
- 4 = Mee eens
- 5 = Helemaal mee eens

Appendix E

PROCESS Model 14 coefficients direct and indirect effects for statistical model for the effect of size on commitment via pay level dissatisfaction and moderated by LMX.

Antecedent	Consequent					
	M (Dissatisfaction)			Y (Commitment)		
	Coeff.	SE	p	Coeff.	SE	p
Constant	.725	.241	<.01	3.398	.190	<.001
X (Size)	-.001	.000	<.01	-.002	.000	<.001
M (Dissatisfaction)				-.170	.043	<.001
V (LMX)				.581	.081	<.001
XV (Dissatisfaction X LMX)				-.111	.086	.201
C ₁ (Gender)	-.019	.071	.792	.056	.057	.328
C ₂ (Education)	-.122	.030	<.001	-.011	.024	.652
C ₃ (Age)	-.001	.003	.803	.004	.003	.180
C ₄ (Tenure)	.000	.005	.955	.014	.004	<.001
R ² = .057			R ² = .316			
F(5,430) = 6.994, p <.001			F(8,427) = 23.273, p <.001			

PROCESS Model 4 coefficients direct and indirect effects for the effect of size on commitment via pay level dissatisfaction (with control variables).

Antecedent	Consequent					
	M (Dissatisfaction)			Y (Commitment)		
	Coeff.	SE	p	Coeff.	SE	p
Constant	3.341	.241	<.001	4.281	.252	<.001
X (Size)	-.001	.000	<.001	-.002	.000	<.001
M (Dissatisfaction)				-.321	.045	<.001
C ₁ (Gender)	-.019	.071	.792	.068	.062	.274
C ₂ (Education)	-.122	.030	<.001	-.005	.027	.863
C ₃ (Age)	-.001	.003	.803	.001	.003	.681
C ₄ (Tenure)	.000	.005	.955	.016	.004	<.001
R ² = .057			R ² =.165			
F(5,430)= 6.994, p <.001			F(6,429) = 13.877, p <.001			

PROCESS Model 4 total direct and indirect effects for the effect of size on commitment via pay level dissatisfaction (with control variables).

Antecedent	Coeff.	SE	<i>t</i>	LLCI	ULCI
Total effect	-.001*	.000	-2.517	-.002	-.000
Direct effect	-.002**	.000	-3.756	-.002	-.001
Indirect effect	-.001*	.000		.000	.001
Pay level dissatisfaction	.036*	.013		.012	.064

** $p < .01$, * $p < .05$