



**The Impact of an Organizational Change Process on
Employee Motivation:
Evaluating Autonomy, Competence and Relatedness**

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Abstract

This study describes what the effect is of an organizational change process on employee work motivation. An employee-level analysis was conducted for the reason that employees were under investigation. Two rounds of interviews were held. Each interview took place at a different stage in the advancement of the organizational change under study. It became evident that motivation did not change for the majority of the respondents. The inability to create meaning of the organizational change, experience with change, the ability to subside short-term inconveniences, and self-esteem to find new work-related opportunities were factors that prohibited motivation to change. Self-esteem to contribute to the outcomes of organizational change, and the necessity to change had a dual function as these increased motivation or enabled motivation not to alter. The factor that elicited a change in motivation was the amount of confirmative information. Namely, more confirmative information increased motivation while limited information decreased motivation. Additionally, higher involvement in organizational change increased motivation, whilst uncertainty of less experienced employees with change decreased motivation. Both HR lessons and directions for future research are presented based on the outcomes of this study.

Key words: organizational change, employee motivation, work motivation, self-determination theory, three psychological needs, strategic HRM, case study, longitudinal research.

1. Introduction

Developments within economic, social and political landscapes continuously fuel organizations to change (Specht, Kuonath, Pachler, Weisweiler, & Frey, 2018). The drive to keep up with these developments is due to the fact that change is essential for organizational success (Drucker, 2007; Friedman, 2005; Howkins, 2002). As for this, a substantial amount of research has been dedicated to the question how organizations can effectively change (Gilley, Gilley, & McMillan, 2009; Kerber & Buono, 2005). Within this body of literature, the employee perception of organizational change has proven to be an important new research angle as these stakeholders are not merely passive recipients of change (Bartunek, Rousseau, Rudolph, DePalma, 2006; Bouckenooghe, 2010). Namely, employees can experience organizational change as either promising, threatening or inevitable (Dasborough, Lamb, & Suseno, 2015), and have the ability to alter change initiatives as initially intended by organizations (Daus, Dasborough, Jordan, & Ashkanasy, 2012; Fugate, Prussia, & Kinicki, 2012; Lines, 2005).

Recently, Oreg, Vakola and Armenakis (2011) conducted a literature review focused exclusively on employee reactions toward organizational change. The examination covers 79 published articles within a research period of 60 years. Their research highlights that work-related outcomes altered by organizational change such as organizational commitment, job satisfaction, and turnover or intentions to leave the organization were center of previous research (Oreg et al., 2011). Remarkably, the effect of organizational change on motivation as a work-related outcome was not been delved into substantially. This contrasts with the fact that a considerable amount of research has stressed the importance of motivation, as it is a fundamental component of human performance. Namely, motivation positively influences effectivity of task completion (Rainey & Steinbauer, 1999), job satisfaction (Deci, Connell, & Ryan, 1989), overall performance (Grolnick, Ryan, & Deci, 1991) and organizational success (Drucker, 2007; Pinder, 2011).

As mentioned above, previous research has to some extent identified the effects of organizational change on motivation, but not as extensively as other work-related outcomes. This research therefore aims to further explore this relationship and add more understanding as continuous research in this field is essential (Vakola, 2016). Additionally, as motivation is a valuable work-related outcome, which is also subject to the perceptions of employees toward organizational change, it is important to understand how it manifests during change. The findings of this research add clarification on how to leverage motivation to enhance the successfulness of organizational change. Hence, within this research, the following research question takes center stage:

'What is the impact of an organizational change process on employee motivation?'

By answering this research question, a theoretical and practical contribution is made. The theoretical contribution comes in twofold. First, more light is shed on whether motivation changes during organizational change as this has not been thoroughly looked into before (Oreg et al., 2011). This is done by means of a qualitative research approach, namely interviews, as this provides valuable new insights (Bouckenooghe, 2009). Moreover, two rounds of interviews are held at two different points in time. This answers the call made by numerous scholars to engage in a longitudinal research (Kanfer, Frese, & Johnson, 2017; Kozlowski, Chao, Grand, Braun, & Kuljanin, 2013; Salas, Kozlowski, & Chen, 2017). Second, this research is based on an employee-level analysis as this perspective has long been neglected in the research of stakeholder reactions to organizational change (Vakola, Tsaousis, & Nikolaou, 2004; Van der Voet, Groeneveld, & Kuipers, 2014).

In a practical sense, this research will pinpoint which proverbial buttons organizations can push to enhance motivation during an organizational change. As a result, precisely targeted human resource (HR) practices can be implemented to ensure a successful organizational change based on motivation.

2. Theoretical framework

The theoretical framework deep dives into the concepts organizational change and motivation, after which the impact of organizational change on motivation is put forward. This section closes with multiple sub-questions.

2.1. Organizational change

In this section, the concept organizational change is highlighted. First, a more general layout of organizational change features is presented. Due to the current research scope, the second paragraph sets out employee reactions toward organizational change.

2.1.1. Features of organizational change

As mentioned in the introduction, organizations undergo change due to a wide spectrum of reasons. Often times, organizations implement change interventions such as mergers (Schweiger & Denisi, 1991), relocation of business (Daly & Geyer, 1994), freezing salaries (Schaubroeck, May, & Brown, 1994) or downsizing (Ferlie & Pettigrew, 1996). However, the exact approach that organizations take toward change is unique and therefore impedes to pinpoint specific and generic organizational change features (Pettigrew, 1985). Some features by which organizational change can be defined are the speed of change (Smollan, Sayers, & Matheny, 2010), the level of employee involvement in change (Beer, Eisenstat, & Spector, 1993), and the magnitude and impact of change (Mintzberg & Westley, 1992). The focus of this research will be on one specific feature only, being the magnitude and impact of organizational change. Mintzberg and Westley (1992) managed to develop four different categories to classify organizational change based on the magnitude and impact it has on an organization. These categories are *revolutionary* (change is all-encompassing), *piecemeal* (change occurs in various elements of the organization), *focused* (change occurs on different levels, but focused on one specific part of the organization), and *isolated* (change occurs at lower and less far-reaching levels). As will be elaborated on in the method section, the current study will focus on the impact of a revolutionary (Mintzberg & Westley, 1992) organizational change on motivation. When the concept organizational change or change process is referred to, a revolutionary organizational change is meant. Despite that every organizational change involves a different magnitude of impact, each elicits to a particular degree disruptions in strategies, business models, structures, processes, culture, technology, products and services (Gilley et al., 2009; Lewis, 1994).

2.1.2. Employee reactions to organizational change

As organizational change interrupts ingrained work routines, various reactions from organizational stakeholders are elicited (Mintzberg & Waters, 1985). The framework by Armenakis and Bedeian (1999), later extended by Self, Achilles, Armenakis and Schraeder (2007), provides a comprehensive overview of understanding employee reactions toward organizational change. By means of the three variables, being content, process and context, an estimation can be made whether positive or negative employee reactions are elicited. First, *content* is the explanatory aspect of an organizational change (Armenakis & Bedeian, 1999). Depending on the reasoning behind a change initiative and the manner how it will affect the individual employee, reactions are elicited. Laying off people in contrast to less

serious measures, implicate different reactions (Self et al., 2007). Second, *process* embodies the method used to implement the change (Armenakis & Bedeian, 1999). Change strategies that include active communication, active participation and various forms of symbolism, elicit more positive reactions in contrast to when these measures are not used (Self et al., 2007). Third, *context* are both external and internal conditions, which influence the effectiveness of organization changes (Armenakis & Bedeian, 1999). The *external context* stresses why a specific change is necessary. The environment in which the organization operates might emphasize the necessity to change and can therefore elicit favorable employee reactions (Self et al., 2007). The *internal context* describes the organizational conditions that are external to the employee, but influence beliefs, attitudes, intentions and behaviors (Armenakis & Bedeian, 1999). Examples of internal contextual variables are leader-member exchange (the relationship between a subordinate and manager) and perceived organizational support (the attitude of an organization toward an employee as perceived by the employee) (Self et al., 2007).

Another theory that sets out employee reactions toward organizational change is individual sensemaking as part of the attribution theory (Gioia, Thomas, Clark, & Chittipeddi, 1994). Sensemaking defines how social actors make sense of their environment by gathering information and cognitively structuring it in order to create meaning (George & Jones, 2001). During sensemaking, social actors work through cognitive social constructs that result in individual actions (Lockett, Currie, Martin, Waring, & Finn, 2014). Multiple scholars have stressed that sensemaking forms a valid construct to understand the perspectives of actors on organizational change (Gioia & Chittipeddi, 1991; Gioia & Thomas, 1996; Sonenshein, 2010) as understanding these perspectives determines the successfulness of an organizational change attempt (Bartunek & Moch; 1987; George & Jones, 2001). As every individual employee has a different regulatory process regarding sensemaking, the responses toward a change can vary strongly amongst individuals (Van der Voet et al., 2014). Namely, the ability to work through cognitive social constructs depends on individual cognitive strengths (Klein, Moon, & Hoffman, 2006) as well as previous experiences (Berkes, 2007; Fiske & Taylor, 1991). With regard to the latter, sensemaking is developed over time due to past learnings and experiences (Berkes, 2007; Fiske & Taylor, 1991) that in turn help make sense of future situations (Bogner & Barr, 2000). Additionally, scholars proposed that individual traits potentially moderate individual cognitive and behavioral responses toward organizational change (Judge, Thoresen, Pucik, & Welbourne, 1999; Smollan, 2006; Tompkins & Adger, 2004). During individual sensemaking, employees generally go through several emotional stages when encountering organizational change (Castillo, Fernandez, & Sallan, 2018). The stages are based on the grief model as developed by Kübler-Ross (1969) and are denial and anger, bargaining, depression, revising, deserting and acceptance (Castillo et al., 2018). In accordance with other studies (Fedor, Caldwell, & Herold, 2006; Oreg, 2003; Tombaugh & White, 1990), Castillo et al. (2018) also found that employees react negatively to organizational change, as it is perceived as a threat. Namely, organizational change leads to feelings of increased work demands (Spector, 2002), loss of control and more uncertainty regarding the future (Coch & French, 1948; Nadler, 1982), a higher level of job insecurity (Rafferty & Griffin, 2006), job stress (Lazarus, 2006), and violations of the psychological contract with the organization (Ashford, Lee, & Bobko, 1989; Schalk & Freese, 1997). The worst-case scenario is that these negative reactions build up to resistance to change (Hobfoll, 2002). Resistance to change is evoked when individuals do not feel that their internal resources are sufficient to cope with the external demands (Lind & Van den Bos, 2002).

2.2. Motivation

2.2.1. Definition of motivation

Within the five decades that motivation has been studied (Kanfer et al., 2017), researchers have come to a mutual definition that motivation is an individually dependent force that determines the direction, intensity and persistence in which a social actor behaves and conducts tasks (Kanfer, Chen, & Pritchard, 2012; Ryan & Deci, 2000). An individual with low impetus to act displays low motivation, while a person who is highly activated toward a task is recognized as motivated (Ryan & Deci, 2000). In practice, the effect of motivation surfaces in various aspects of work such as the fulfillment of tasks (Gagné & Deci, 2005), willingness to help others (Frieze & Boneva, 2001), engagement in new challenges (Harter, 1975), and eagerness to show extra-role behavior (Folger, 1993). The focus of this research is on work motivation, which describes the degree to which an individual is motivated to complete the assigned tasks by the organization (Gagné & Deci, 2005). Whenever the concept motivation is used in this study, the reference is made to work motivation.

Broadly, motivational forces can be distinguished in two different forms; extrinsic and intrinsic (Pinder, 2011). Extrinsic motivation refers to individual behavior and actions that are driven by the wish to obtain desirable outcomes as a result of completing a task without being interested in its content wise (Gagné & Deci, 2005; Herzberg, 1968; Vroom, 1964). In order to heighten extrinsic motivation, organizations often implement 'carrot and stick' type of incentives such as bonuses, prospect of promotion or a lease car (Cerasoli, Nicklin, & Ford, 2014; Greene, 2011). On the contrary, individuals can also be intrinsically motivated, which refers to completing a task as this in itself is rewarding, enjoyable and provides sufficient reason to pursue it (Gagné & Deci, 2005; Herzberg, 1968; Pinder 2011). In this respect, organizations ensure challenging and suitable tasks for employees (Ryan & Deci, 2000).

Ryan and Deci (2000) further define different types of intrinsic and extrinsic motivation in the Self-Determination Theory (SDT). The SDT portrays a comprehensive spectrum of five different types of motivation against a scale of self-determination (see Appendix 1). Additionally, amotivation, which indicates that one is not motivated at all, is also represented within this model. Amotivation does not play a key role within this research and is thus not looked into. Self-determination describes that individual behavior such as thinking and acting, depends on the degree to which that individual can relate to a task (Ryan & Deci, 2000). The process to which individuals can relate to a task, is referred to as internalization and defines the type of extrinsic motivation (Ryan & Deci, 2000). Each form of motivation represents a different level of internalization and is thus accompanied by a particular level of self-determination (Ryan & Deci, 2000). Once self-determination is high, social actors are more intrinsically motivated and depend less on external incentives, have a higher sense of control over their life, take responsibility for their behavior, and actions are more aligned with internal values and goals (Ryan & Deci, 2000). Whenever the internalization process has taken its final form, integration is reached as tasks are congruent with the individual's values, beliefs and needs (Deci & Ryan, 1991; Ryan & Deci, 2000). In the next paragraph, a brief overview is provided on each of the five motivation forms, starting with the one on the far left of the scale of self-determination.

External regulation, as part of extrinsic motivation, has the lowest degree of self-determination as it involves high external control (Ryan & Deci, 2000). To wit, one is merely motivated to comply to the wishes and demands of those external of the task (Ryan & Deci, 2000) or to avoid the punishment if the task is not completed (Gagné & Deci, 2005). *Introjected regulation* describes that the completion of tasks are not only predominantly externally driven, but also involve some internal motivation (Deci, Eghrari, Patrick, & Leone, 1994). Namely, individuals are motivated to avoid feelings of shame and fear to protect the ego (Deci & Ryan, 2000). *Identified regulation* is characterized by behavior that is more aligned with personal interests and values due to more autonomy and less external control (Deci & Ryan, 2000). In other words, behavior is driven by a greater level of internal motivation. The

internalization process has made an advance in this form of motivation (Deci & Ryan, 2000). *Integrated regulation* is the final form of extrinsic motivation and describes that behavior is driven by intrinsic sources, as it is congruent with individual values (Ryan & Deci, 2000). As mentioned previously, within this motivation form, integration is reached as the final form of the internalization process (Gagné & Deci, 2005). As the level of autonomy and self-determination is high, this form of motivation greatly contributes to the obtainment of personal goals (Deci & Ryan, 2000). However, in order to satisfy the need to experience pleasure and retrieve energy from tasks, this motivation form falls short. *Intrinsic motivation* does, in contrary to integrated regulation, fulfill intrinsic needs as tasks are experienced as interesting. In addition, no incentives are needed to motivate the individual (Gagné & Deci, 2005).

2.2.2. Underlying mechanisms of motivation

To uncover the underlying mechanisms of motivation and taking into account that this research is based on an employee-level analysis, the theory of three psychological needs is presented. The three psychological needs, as part of the SDT, are autonomy, competence and relatedness that all drive extrinsic and intrinsic motivation (Deci & Ryan, 2000). Each psychological need is equally essential, as motivation cannot thrive without satisfying each need (Ryan & Deci, 2000; Gagné & Deci, 2005). In other words, all three psychological needs should be sound in order to excel the internalization process and ultimately reach intrinsic motivation (Gagné & Deci, 2005). *Autonomy* refers to the degree of control individuals have over their own lives and most importantly their own behavior (Deci & Ryan, 2008). As the SDT illustrates, the amount of autonomy defines the underlying reasons of task completion. More specifically, it entails that employees have the opportunity to consider meaningful alternatives for ways of thinking and acting (Legault, 2017). *Competence* refers to the need to develop skill and to be able to make a useful impact on one's environment (Deci & Ryan, 2008; Legault, 2017). According to Reeve (2014), there are three important manners in which the environment can facilitate competence; structure and guidance must be ensured, provision of information and feedback, and toleration of errors and failures. Clear structure and guidance enables individuals to actively work toward a goal and succeed as it is clear, explicit and understandable (Legault, 2017). Correspondingly, feedback is crucial in the progress of cultivating competence as it enhances timely action (Legault, 2017). Lastly, errors and failures function as learning opportunities and therefore fine tune capabilities (Clifford, 1990; Legault, 2017). The last psychological need is *relatedness* and refers to the need to belong and connect with others, that is, to be a member of a group (Baumeister & Leary, 1995; Deci & Ryan, 2008). This need is satisfied whenever a sense of communication and development of relationships with others is experienced (Deci & Ryan, 2000). The tendency for individuals to integrate in social activities is a fundamental given, but can vary per individual (Lin, 2016).

2.3. The impact of organizational change on motivation

As mentioned before, the body of literature examining the effect of organizational change on motivation is slim. The research by Oreg et al. (2011) highlights several studies that, to some extent, investigated the relationship between organizational change and motivation. Namely, one study puts forward that the individual perception of change is influenced by extrinsic and intrinsic career outcomes resulting from the change (Judge et al., 1999). Pierce and Dunham (1992) found that change in the work schedule of employees' boosted organizational effectiveness, but did not lead to any alterations in work attitudes like motivation. Likewise, the research by Bhagat and Chassie (1980) also investigated the effect of an altered workweek as an organizational change. The results highlight that motivational properties were affected positively (Bhagat & Chassie, 1980). More recently, Van Dam (2005) found that

individual attitudes toward job changes are influenced by the expected extrinsic and intrinsic costs and benefits.

2.4. Sub-questions

To examine the effect of an organizational change process on motivation, several sub-questions are put forward in this final section of the theoretical framework.

Organizational change, amongst others, entails changes in daily work routines. In practice, this can result in changes within task allocation, task content and task control. The latter highlights that the degree to which employees can autonomously shape their job, can alter. By means of the following sub-question it is sought whether this affects motivation, and if an alteration in autonomy affects motivation during an organizational change process.

Sub-question 1: does an organizational change process affect autonomy and do changes in autonomy affect motivation?

The facets that satisfy the need for competence, roughly involve a clear and structural guidance in the form of goals, feedback and tolerance of mistakes. As organizations can allocate resources differently whilst changing, the degree to which the need for competence is met can alter. Whether this affects motivation in the process of an organizational change, results into the second sub-question.

Sub-question 2: does an organizational change process affect competence and do changes in competence affect motivation?

Organizational changes may entail the disruption of existing relationships between organizational actors and emphasize the necessity to build new ones. As for this, relatedness can alter in the process of an organizational change. Hence, this leads to the last sub-question.

Sub-question 3: does an organizational change process affect relatedness and do changes in relatedness affect motivation?

3. Method

3.1. Research design

Data were collected via a qualitative approach. Namely, a case study was conducted that enabled the observation of changes and underlying assumptions via distinct viewpoints (Dijkers, Jansen, & Van der Velde, 2015). Two main reasons underpin the choice of this research method. First, the relationship under study has been investigated to a limited extent only (Oreg et al., 2011), which makes quantitative research difficult as only a small amount of theories are at hand. By means of a case study, an in depth exploration can be made and ways can be paved for quantitative research in the future. Second, a case study facilitates an in depth employee-level analysis.

In collaboration with an organization active in the private sector, which is specialized in the holistic approach of building, supplying and maintaining health systems in health care settings, the data were obtained. The organization under study was split in several task-related divisions. Amongst those, one entire division stood on the verge of undergoing a revolutionary (Mintzberg & Westley, 1992) organizational change. The reason why the organizational change under study was categorized

as revolutionary (Mintzberg & Westley, 1992) was due to the great magnitude of the change. Namely, the entire division (being highly important to the entire organization) would undergo the change, the content of jobs would change, teams would be rearranged and some employees were to be laid off. As one change within one organization was examined, this research is characterized as a single case study. To measure whether the three psychological needs of motivation altered during organizational change, interviews were held at two points in time with the same group of employees. The first round of interviews were held shortly after the notice went out by top management that an organizational change was coming. The second round of interviews was held when the change had advanced approximately four months. This research approach is labelled as longitudinal and enables to accurately detect changes of behavior in the target population and sequences of events (Ritchie, Lewis, Nicholls, & Ormston, 2013).

3.2. Sample

In order to create a focused research scope, three criteria were set up for the sample size. First, employees operational within the division at a global level were included in the research. Second, no contingent workers were included in the sample to ensure that the same employees were present in both the first and second interview round. Third, managers form a distinct group of organizational actors (Oreg et al., 2011). For this reason, managers in hierarchical strategic positions were not taken into account within the sample size.

In collaboration with the HR business partner of the division undergoing the change, the three criteria were applied by means of contacting several managers in the division. Managers were requested by email to invite one or several members of their team to participate in the current research (see Appendix 2). As for this, employees were selected to participate in the research by means of a purposive sample. This sampling technique enables the researcher to select specific cases based on the interest of the study (Patton, 1990). Despite that this sampling technique is not a probability sampling method, it was most effective in this study context due to the fragile topic under study.

After the three criteria were applied, the sample population shrunk from approximately 4000 to 300 organizational actors fit for the current research. To date, no specific guidelines with regard to the minimum amount of interviews for qualitative research has been set as this fluctuates per situation (Baker, Edwards, & Doidge, 2012). In the attempt which various scholars have made, the minimum amount of interviews is fourteen as this ensures saturation reliability (Guest, Bunce, & Johnson, 2006). In this research, this amount was surpassed by six interviews in order to research data saturation. In other words, twenty interviews were conducted for the first and second round with the same group of employees.

3.3. Instruments

The manner in which data were obtained, was via semi-structured interviews. Semi-structured interviews consist of a number of structured questions whilst leaving room for a deep dive into the answers of the respondents (Patton, 1987). By means of a set of structural questions and general guidelines, interpretability and replicability of the research were enhanced (Ritchie et al., 2013). As the research was qualitative and longitudinal, two sets of interviews were developed, one for each interview round. In Appendix 3 and 4 the interviews are displayed. As little qualitative research had been conducted, let alone in combination with a longitudinal approach, the questions and guidelines for both interviews were self-developed. The questions regarding motivation were primarily based on the SDT. To generate non-social desirable answers, open-ended questions with a neutral undertone were formatted. The length of both interviews covered a timeframe of approximately 45 minutes each.

The first interview round consisted of questions focused on the three psychological needs autonomy, competence and relatedness. These questions were specifically designed to establish the level of motivation in the beginning of the organizational change. Per psychological need, fitting questions were developed to capture the level of motivation at the time of the first interview. The level of motivation during the first interview round is referred to as the initial level of motivation. Questions such as 'to what extent do you feel autonomous to conduct your tasks?' and 'in the process of developing your competencies to what extent do you receive feedback?' were asked. Additionally, a smaller amount of questions were dedicated to the organizational change. More specifically, these questions were related to the knowledge and feelings of the change. For example, the question 'with regard to the upcoming change, how do you expect it will impact your work?' was asked. The second interview round took place approximately four months after the first interview. During the time of the second interview, it was expected that more advancements in the organizational change had taken place. Despite that the second interview round was postponed multiple times to ensure that the organizational change had advanced, this was not the case. The underlying cause for this was due to circumstantial factors. Hence, the second interview was held with limited additional progress in the organizational change. The latter is a limitation and is elaborated on in the section limitations. The questions for the second interview round were designed to identify potential changes in motivation. As for this, the respondents were first presented with the question whether motivation had altered due to the organizational change. The respondents were asked to reason their answer and state whether autonomy, competence and relatedness had changed. As for this, questions such as 'do you feel your level of autonomy has changed? If so, in what manner has autonomy changed within your daily tasks?' and 'to what degree do you receive feedback whilst developing your competencies?' were asked in order to compare the answers to the first interview round. Additionally, questions related to the organizational change were asked to find out whether alterations in knowledge or feelings regarding the organizational change had occurred. Hence, the question 'do you know more how the change will impact your work?' was asked.

The comparison of the data from both interview rounds enabled to answer the sub-questions as well as the research question. Namely, based on the comparison between the states of each psychological need per interview round, each sub-question was answered. In turn, as the overall impact of change on the three psychological needs were identified, the research question was answered. As a result, practical implications were developed to enable a successful change.

3.4. Procedure

The collection of data started as soon as the research instruments were in place. In consultation with the HR business partner, several managers were chosen to be emailed. Each manager was asked whether they could invite one or more subordinates for the research. Alongside this request, they also received the invitation for employees that could be forwarded immediately (see Appendix 2). After the managers provided respondents that agreed to participate, the researcher sent the consent form to each respondent (see Appendix 5). Additionally, a location and time was proposed for the first interview.

The first interview started with an introduction to the entire research, a description of the setup and the statement was made that data were handled confidentially. In addition, respondents were asked for permission to record the interview for analytical purposes. In addition, general information such as full first and last name, age, gender, job type and job tenure of the employee were obtained. After the first interview was conducted, the interviewee was provided an indication when the second

interview would be held. The start of the second interview was similar to the first. After the second interview was conducted, all interviewees were thanked for their overall participation in the research.

The interviews were held face-to-face in a tranquil setting in an onsite room of the organization. By means of a voice recorder, each interview was recorded and later transcribed by the researcher. Before the analysis of the interviews took place, the interviewee was sent the two interview transcripts so that the content could be authenticated. In this manner, the employee responses were validated to prohibit errors or misunderstanding (Lincoln & Guba, 1985). The data obtained from both interview rounds were stored on a USB, which only the researcher and the supervisor of the current research had access to. This was done so to meet the requirements of the AVG law that has been in effect since the 25th of May 2018 in the Netherlands. The data on the USB were first anonymized after which these were transferred to a secured server of the Tilburg University. The data on the USB were deleted so that the interviews were only on this server.

3.5. Analysis

After each interview round, the recordings were transcribed. To analyze the data in the transcripts, the principle of coding was used. Coding started only after the respondents authenticated the transcripts. The process of coding refers to the segmentation and clustering of information based on relevance to create an overview (Strauss & Corbin, 1990). For both interview rounds, the software program Atlas.ti was used to code the transcripts.

In both interview rounds, the codes were based on the interview questions. In the first interview round, codes such as 'autonomy to conduct task' and 'reaction to error/mistakes' were developed for the questions 'to what extent to you feel autonomous to conduct your tasks?' and 'how does your work environment react when you make an error or mistake in your task?'. For the second interview round the responses to the question 'with regard to the change, do you have a clearer picture of what it entails?' were coded as 'clearer picture of the change'.

In the second interview, it was not always possible to develop a code based on the interview questions due to the high variety of answers. Therefore, the principle of the three-phased coding, as developed by Strauss and Corbin (1990), was adopted. The first step of three-phased coding is open coding. Open coding refers to that, data is examined, compared and provided a particular code as researchers see fit (Strauss & Corbin, 1990). In the current study, codes such as 'ability to cope with uncertainty' and 'communication' were developed. New codes were generated until saturation was obtained. The next step was axial coding, which refers to formulating connections between codes resulting in specific categories (Strauss & Corbin, 1990). The following code category emerged; 'why motivation has/hasn't changed'. Finally, selective coding was executed which entails identifying mutual relationships between categories to provide clarity regarding the sub-questions and research question (Strauss & Corbin, 1990). As mentioned previously, the evaluation of data from both interview rounds enabled to answer the sub-questions as well as the research question. The developed codes helped in the process of identifying differences in the three psychological needs per interview round, which in turn helped to answer the research question.

4. Results

The result section highlights the outcomes of both interview rounds. More specifically, Table 1 summarizes the results per individual respondent per interview round. Table 1 is followed by subsection two and three. The second subsection is dedicated to respondents that did not perceive a change in motivation based on the comparison between interview round one and two. Similarly, the third subsections highlights why motivation did change for some respondents also by assessing

interview round one and two. The result section closes with a section that identifies if the descriptive statistics played a significant role in the outcomes.

4.1. Summary of results

Table 1 contains the summarized data obtained in both interview rounds. To create a comprehensive overview, the results in the table only highlights key findings. Data that are more elaborate are displayed in Appendix 6 and 7. Namely, data regarding whether the respondents expected motivation to change in the future, and if the feelings and knowledge regarding the change altered are included in these appendixes. To enhance the interpretability of the answers, generic terms were developed. These generic terms are used as much as possible in Table 1. For answers that were elaborate, additions were put in brackets next to the generic term.

[Enter Table 1 here]

Table 1
Summary of the Results

Respondent	Motivation interview round 1	Motivation interview round 2	Reasons for (no) alteration in motivation	Alteration in level of knowledge or feeling regarding the organizational change	Motivational change in the future
1	Autonomy: high Competence: high Relatedness: high	Autonomy: high Competence: high Relatedness: high	Confident in how to contribute to change Personal trait: positive mindset by nature Change is perceived as distant	Enhanced understanding of the change in second interview Same positive feeling toward the change in both the first and second interview	Yes, motivation would increase if the change heads in the direction as expected
2	Autonomy: low Competence: moderate Relatedness: high	Autonomy: low Competence: moderate Relatedness: high	Personal trait: work is not influenced by environmental factors Personal trait: well able to cope with changes Confidence (in personal assets) to find new opportunities if necessary	Same level of limited understanding in both the first and second interview Same level of mixed feelings toward the change in both the first and second interview	Yes, depending on the outcome of the change. Motivation would decrease if change is not all encompassing. Motivation would increase if change is all encompassing
3	Autonomy: high Competence: moderate Relatedness: high	Autonomy: high Competence: moderate Relatedness: high	Change is perceived as distant Limited information present on outcomes of the change Personal trait: well able to cope with uncertainties	Same level of limited understanding in both the first and second interview Same feeling of being distant to the change in both the first and second interview	Yes, depending on the level of clarity around the change. As long as that does not happen, motivation will remain the same
4	Autonomy: high Competence: high Relatedness: high	Autonomy: high Competence: high Relatedness: high	Change is perceived as distant (impact on job limited) Personal trait: well able to cope with changes Experienced multiple organizational changes (and was satisfied with their outcomes)	Same level of understanding that job would not be impacted in both the first and second interview Same positive feeling toward the change in both the first and second interview	No, motivation would not change as the respondent is not dependent on the change in job.
5	Autonomy: high Competence: high Relatedness: high	Autonomy: high Competence: high Relatedness: high	Change is perceived as a necessity Experienced multiple organizational changes Resilient toward changes (it is part of the job)	Same level of limited understanding in both the first and second interview Same positive feeling toward the change in both the first and second interview	Yes, depending on the level of clarity around the change. Motivation would decrease if no clarity is provided and would increase if clarity is provided
6	Autonomy: high Competence: moderate	Autonomy: high Competence: moderate	Limited information present on outcomes of the change	Same level of limited understanding in both the first and second interview	Yes, depending if the organizational changes enhances particular ways

	Relatedness: high	Relatedness: high	Change is perceived as distant (decisions are only made at a higher level)	Same level of not knowing how to feel due to limited information in both the first and second interview	of working. Motivation would increase if ways of working are enhanced. Motivation would decrease if the change creates confusion. Autonomy would change and both competence and relatedness would remain constant
7	Autonomy: moderate Competence: moderate Relatedness: high	Autonomy: moderate Competence: moderate Relatedness: high	Experienced multiple organizational changes Change is perceived as a necessity Limited information present on outcomes of the change Confidence (in personal assets) to find new opportunities if necessary	Same level of limited understanding in both the first and second interview Same positive feeling toward the change in both the first and second interview	Yes, motivation would increase if change provides clarity on roles and responsibilities
8	Autonomy: high Competence: high Relatedness: high	Autonomy: higher (increased) Competence: high Relatedness: high	Change is perceived to head into desirable direction Confident in how to contribute to change Change is perceived as a necessity	Enhanced understanding of the change in second interview More positive feeling toward the change in the second interview	Yes, motivation is likely to increase
9	Autonomy: high Competence: high Relatedness: high	Autonomy: high Competence: high Relatedness: high	Change is perceived as a necessity Limited information present on outcomes of the change	Enhanced understanding of the change in second interview Same positive feeling toward the change in both the first and second interview	Yes, competence would change either negatively or positively depending if the (new) role enables to develop skills
10	Autonomy: high Competence: moderate Relatedness: high	Autonomy: high Competence: moderate Relatedness: high	Limited information present on outcomes of the change Change is perceived to head into desirable direction (can elicit new ways of working)	Same level of limited understanding in both the first and second interview Same positive feeling toward the change in both the first and second interview	Yes, depending on whether the expectations are met. If so, all three psychological needs would be positively impacted. If not, all three psychological needs would be negatively impacted
11	Autonomy: low Competence: low Relatedness: high	Autonomy: low Competence: low Relatedness: high	Personal trait: well able to cope with changes (high drive to work) Experienced multiple organizational changes	Same level of limited understanding in both the first and second interview More negative feeling toward the change in the second interview	Yes, motivation would increase if expectations are met. If so, all three psychological needs (especially competence) would be positively impacted. If not, all three psychological needs would be negatively impacted.
12	Autonomy: high Competence: high	Autonomy: high Competence: high	Limited information present on outcomes of the change	Same level of limited understanding in both the first and second interview	Yes, depending on whether the outcomes of the change have a

	Relatedness: high	Relatedness: high	Personal trait: well able to cope with uncertainties	Same feeling of being distant to the change in both the first and second interview	positive outcomes on the team. If so, motivation would be impacted positively.
13	Autonomy: high Competence: high Relatedness: high	Autonomy: high Competence: high Relatedness: high	Change is perceived as distant (other projects form a distraction) Limited information present on outcomes of the change (and personal trait to be well able to cope with uncertainties disabled a decrease in motivation) Perceived change as an opportunity	Same level of limited understanding in both the first and second interview Same positive feeling toward the change in both the first and second interview	Yes, competence and relatedness would increase. Autonomy would probably not alter
14	Autonomy: high Competence: high Relatedness: moderate	Autonomy: higher (increased) Competence: higher (increased) Relatedness: higher (increased)	Involvement in the change increased.	Enhanced understanding of the change in second interview More positive feeling toward the change in the second interview	Yes, if the change continues to head in the expected direction, motivation would increase. If not, motivation would decrease
15	Autonomy: high Competence: high Relatedness: high	Autonomy: high Competence: high Relatedness: high	Change is perceived as distant (other projects form a distraction) Personal trait: well able to cope with changes Experienced multiple organizational changes	Same level of limited understanding in both the first and second interview Same positive feeling toward the change in both the first and second interview	Yes, motivation would increase if ways of working are enhanced by the change
16	Autonomy: moderate Competence: high Relatedness: high	Autonomy: moderate Competence: high Relatedness: moderate (decreased)	The overall relationship with the organization was negatively impacted due to the lack of clarity around the change The respondent dislikes unclarity regarding role	Same level of limited understanding in both the first and second interview More negative feeling toward the change in the second interview	Yes, depending on the level of clarity around the change
17	Autonomy: high Competence: moderate Relatedness: moderate	Autonomy: higher (increased) Competence: high (increased) Relatedness: moderate	Effort is made to enhance clarity around the change. This enhanced confidence in change Confident in how to contribute to change	Same level of limited understanding in both the first and second interview More positive feeling toward the change in the second interview	Yes, depending on how the role will look like and the direction the change will head into
18	Autonomy: high Competence: high Relatedness: high	Autonomy: high Competence: high Relatedness: high	Experienced multiple organizational changes (perceived as part of the job)	Same level of limited understanding in both the first and second interview (despite update that only respondent 18 experienced)	Yes, depending on the level of clarity around the change

			Limited information present on outcomes of the change	Same level of not knowing how to feel due to limited information in both the first and second interview	
19	Autonomy: high Competence: high Relatedness: high	Autonomy: moderate (decreased) Competence: high Relatedness: high	More difficult to finish projects and therefore autonomy is perceived lower Others take credit for the work of the respondent	Same level of limited understanding in both the first and second interview Same neutral feeling in both the first and second interview	Yes, depending on the level of clarity around the change. If it meets the expectations, motivation would increase. If not, motivation would decrease
20	Autonomy: high Competence: moderate Relatedness: high	Autonomy: high Competence: moderate Relatedness: high	Limited information present on outcomes of the change (no impact on job perceived) Personal trait: well able to cope with uncertainties Confidence (in personal assets) to find new opportunities if necessary	Same level of limited understanding in both the first and second interview Same positive feeling toward the change in both the first and second interview	Yes, depending on the level of clarity around the change. If no details are shared, motivation will decrease. If some details are shared, motivation will remain the same. If the message is very clear, motivation depends on what direction the organizational change heads toward. Only relatedness will be altered and not autonomy and competence

4.2. No alteration in motivation

Fifteen respondents stated not to perceive an alteration in autonomy, competence and relatedness. In other words, motivation was not impacted positively or negatively in the process of an organizational change. The following two subsections describe the level of autonomy, competence and relatedness at the time of the first and second interview round. The reasons why motivation did not change are also presented.

4.2.1. Autonomy, competence and relatedness during the first interview round

With regard to autonomy, the majority of the respondents stated to feel autonomous to conduct their tasks during the first interview. Namely, the respondents felt to have the ability to reach out to different departments, engage in projects that are officially not part of their job, utilize opportunities, pursue what is believed to be good for the company, and schedule their workweek independently. Respondent twelve mentioned the following: *'I feel very autonomous because I have much freedom in that sense to do my work in the hours that are flexibly available for me in the way that I would like to do them and the place I like to do them'*. Similarly, respondent nine said: *'I can decide for myself how I conduct my activities and also when and where'*. For multiple respondents, the current level of perceived autonomy is a valuable asset of their work. Respondent thirteen phrased the following: *'...for me that is also an important piece of me going to work and being happy to go to work ... How I work, with whom I work and when I work, is fully up to me. So, my autonomy is very high'*. Additionally, respondent four mentioned that the high level of autonomy enabled to grow into the function. Likewise, respondents ten, twelve, thirteen, fifteen, eighteen and twenty stated that the high level of autonomy helped to conduct tasks to the best of their abilities. The respondents that perceived a moderate or lower level of autonomy mentioned factors such as the complex organizational structure, abstract managerial goals and that other organizational stakeholders have their own agenda that is not in line with the organization, to play a role in this. With regard to managerial control, all respondents stated to perceive this to be low. Respondent thirteen stated: *'I think that is also part of the autonomy that at least he [manager] doesn't specifically tell me when to contact him that you are free to do that on your own and have control to value the seriousness, complexity and chance of escalations'*. Moreover, respondent five mentioned to have a high level of trust with the manager, which diminished the amount of control: *'he [manager] trusts me and I am only, for example, reporting once a month on the key topics ... So, he already gives that confidence to run things and enables me when needed'*. Additionally, respondent one described the way of working with the manager as follows: *'... we align a lot on how we do things. My manager, as long as we deliver the results that we agreed on at the beginning of the year, is perfectly fine with the way we handle it. So that is very nice, a nice environment to work in'*. The importance to have a low managerial control was underpinned by several respondents. Respondent one, for example, stated: *'this [high managerial control] would make me feel very unhappy and would mean for me that I would search for another job opportunity if I had such a manager'*. Despite that the respondents appreciated a low level of managerial control, some mentioned that they would like to receive more managerial guidance. Respondent ten stated: *'on the one hand, I appreciate the freedom a lot and I really like working in that way. On the other hand, it is also good to have someone who is higher up, explain a bit how certain company politics work or how processes work and how to kick start them ... There is not always time for that so you have to be creative yourself'*.

In relation to competence, all respondents mentioned, either explicitly or implicitly, that the amount of attention paid to the development of competencies depended on the amount of time and effort the individual respondent invests in this. Respondent nine described the situation as follows: *'there are opportunities to work on your competencies and your skillset, but it should come from*

yourself. Mixed reactions were elicited toward this high level of personal responsibility. Respondent one stated: *'it is your own responsibility. Therefore, if I feel I need education in a certain area, it first and foremost my own responsibility to indicate this to my manager or to search within [name organization]*'. In line with this, respondent ten mentioned *'it doesn't very much bother me, but because in such a big organization (also with my past employers) that is always the case. If you want to grow, you need to be assertive and take care of yourself*. On the contrary, respondents three, six, nine, thirteen and eighteen mentioned that additional support would be beneficial. Via three different manners, the respondents stated to have the ability to develop their competencies. These are internal mandatory courses, internal voluntary courses, and external voluntary courses. With regard to the internal voluntary courses, respondent five mentioned: *'I see the education, to get your competencies in place, become less and less. ... I didn't have internal training that will help me to stay on an expert level ... So I have to go external'*. In relation to this, respondent eleven explained: *'I don't think that we invest enough in our employees in keeping them up to date in their professional competencies, skills and profession'*. Likewise, respondent five mentioned the following: *'I think we are saving too much money on the education part. If I look eight years back, there were much more training possibilities, trainings and budgets in place'*. Also respondent nine would like to see an increase of investments in trainings and courses: *'... it would be nice to actually invest money and time in people to make sure they evolve with the outside world ... we are a bit stuck in our way of working'*. In the process of competency development, most respondents highlighted that support comes from their direct manager. For example, respondent eleven mentioned: *'definitely from my boss. He was very supportive. You have to go and look. Sometimes he also recommended good courses or seminars'*. Additionally, several respondent mentioned that there are two structural points in time throughout the year in which managerial guidance is provided with regard to competency development. Regarding making mistakes at work, respondent one mentioned that making a mistake is an accepted way of learning within the organization. In addition, respondent two, three, four, five and nine stated something similar to this. In contrast, respondent ten mentioned: *'it [making mistakes] is not that it is really promoted or endorsed*. Respondent eleven was in agreeance: *'... we are not encouraged to learn from our mistakes, we are encouraged not to make them'*. Respondent twelve, seventeen and eighteen mentioned something similar. Respondent two stated that there is also a distinction between making mistakes within the team one is situated in and on a higher level within the organization: *'I think there is openness to making mistakes. On a higher level, I think there's too much focus on what is red and what is failing'*. The extent to which respondents can apply their new competencies depends on whether the course was self-chosen or mandatory, and whether the work environment enabled the application. New knowledge from self-chosen courses were easily transferable to the work environment, whilst mandatory courses are not perceive that way. Additionally, some respondents stated that due to the work environment the application of new knowledge was sometimes impeded.

Looking at relatedness, all respondents stated that social activities are an important part of work. Respondent six stated: *'in general having more social activities also outside of work is definitely a plus'*. Respondent thirteen mentioned something similar: *'... for me being able to connect with my colleagues and talk about other subjects during work is important. It is something I really value. Colleagues are an important piece of the enjoyment that I get out of work'*. Some respondents added that the introduction of more social activities would be a great investment. Respondent three put forward that the social cohesion differs per office location: *'I think that has to do with the social cohesion that is much more here than in [other office location]. If you see the kind of office spaces people are working for themselves a lot, I don't see that much interaction between people and people working in the same office and don't speak to each other even'*. All respondents stated to feel connected to some

or all of their colleagues. Respondent one phrased it as follows: *'I often know what keeps them awake at night'*. Respondent three mentioned: *'it is very important to me to feel at home a bit here at work ... you don't have to worry that other people are using their elbows to get a higher position. That is totally not going on in this team'*. Additionally, respondent four mentioned to feel connected to colleagues and that the interaction between different hierarchies is informal. All respondents also mentioned to have a good relationship with their supervisor. In most cases, the good relationship is due to the effort the manager puts into this. For example, respondent eleven stated: *'I think we have a good relationship. I have been able to count on his support when I voice that I need support. So, I am grateful for that'*. Respondent fifteen mentioned: *'he [manager] is very inclusive and making me feel part of the team. I really enjoy working on his team. Very much so'*. With regard to feeling valued as a member of the team, the majority of the respondents stated to feel so. For example, respondent five said: *'overall good because otherwise I was not here. Overall, I am proud that I work within [name organization], the things that I am doing, I get the recognition'*. Respondents ten, eleven and twenty mentioned to also feel valued as a team member, but less so by the organization. The answers to the question 'do you feel, within your role, that sufficient attention is paid to creating healthy work relations?' showed some variation. The respondents that perceived the attention to be sufficient, was highly based on their positive experience within their team. One of the respondents that perceived a lack in the amount of attention paid, was respondent six: *'... invest and encourage people to do more things together'*.

4.2.2. Autonomy, competence and relatedness during the second interview round

The fifteen respondents provided a variety of reasons why motivation had not changed at the time of the second interview. The provided reasons explain why the three psychological needs in general did not change. Hence, the following reasons do not underpin why a specific psychological need did not alter, but rather why all three did not change.

The most put forward reason why the three psychological needs had not changed was that there had not been any significant advancements in the organizational change. In other words, there was too limited information in place to elicit a change in motivation. In light of this, respondent three stated: *'until there is no impact ... and very scarce information, it flies by'*. Similarly, respondent six reasoned: *'I do not have any more or less official information to base a change in my motivation. Since the last time we spoke, I just went on with my job. Of course, decisions were taken on a high level, but it did not touch me or affect me'*. In addition, respondent eighteen stated: *'... I don't allow myself start worrying or change the way I see things based on things that I do not know yet. ... I chose to prioritize certain things and not let my feeling, in a way, get the best out of me because I do not have the information to make that decision yet'*. Respondent twenty suggested something similar: *'the transformation does not impact my current way of working. That is why it does not change my motivation'*.

Several respondents stated to have experienced organizational change already, which made them resilient to change. In other words, some respondent were resilient to change under study. The mentioning of respondent eleven underpinned this: *'... there was already a transformation that I experienced. So with experience good and bad, you are able to deal with that. ... So it is not the first time I have seen this at [name organization] or other companies I have worked for'*. Respondent fifteen said something similar: *'I am used to the changes that we go through. We are constantly restructuring and moving things around. So I do not feel nervous about it'*. Respondent eighteen perceived the same: *'a transformation for me is pretty much business as usual. It might be me, it might not necessarily apply to another person, but I have worked for other major companies that have gone*

through major changes whilst I was there. So for me it is not a thing that I have not seen or experienced before'. Respondents four, five and seven also made the statement to be experienced in change.

The fact that some respondents believed to be well able to cope with changes or uncertainties also prohibited the three psychological needs to change. This was the case for respondent twelve: '*if there is something to worry about then I will worry. Now there is nothing to worry about. ... It is no use to worry about something that you cannot influence*'. Also respondent two, three, four, eleven, fifteen and twenty mentioned something similar to the mentioning of respondent twelve.

Another prominent reason why motivation did not alter in the process of organizational change was that some respondent perceived it to be distant. More specifically, some respondent expected that the change would not affect their job while others mentioned to focus on ongoing projects instead. This was the case for respondent thirteen: '*that [motivation had not changed] could also be purely based on the project that I am working on. That brings enough work and motivation to focus on that. Therefore, the organizational change felt more distant*'. Likewise, respondent fifteen said: '*I am busy with the projects that I am working on and I just keep my head down whilst working on those. ... I feel that my projects are a little bit separate from the [organizational change]. ... it feels distant*'. Respondents one, three, five and six made statements in agreement of the previous highlighted proclamations.

Several respondents stated to feel confident to find other opportunities if the job was made redundant. Respondent two mentioned: '*... I think I have a good resume. ... If the opportunity stops here for me, I'll find another great opportunity hopefully*'. Similarly, respondent seven said: '*... we are a big organization. So if things are going to change and it would impact me, in that sense I am positive that I will land somewhere else in the organization*'. Respondent twenty held the same perception: '*it is because I am not worried about my job. If let's say, it does impact my job then there are so many opportunities. Maybe within the company or outside*'.

The necessity to change was also a reason for motivation not to alter for some respondents. Moreover, these respondents welcomed the change. Respondent seven said: '*... I know we need to change*'. A similar thing was said by respondent nine: '*I think it is needed as a company. ... if they don't make any changes, we will lose the game. I think it is needed*'.

4.3. Alteration in motivation

Five respondents perceived a change in motivation. More specifically, three respondents perceived a positive change in motivation. All three had a higher level of autonomy, one respondent also had a higher level of competence, and the third respondent perceived an increase in relatedness as well. Two respondents mentioned to perceive a negative change in motivation. Namely, one respondent perceived a decrease in autonomy whilst the other mentioned to have a lower level of relatedness. The next subsections underpin per psychological need what the initial level of motivation was as became clear in the first interview, and why motivation changed based on the second interview.

4.3.1. Autonomy, competence and relatedness during the first interview round

In line with the respondents that did not perceive a change in motivation, the four out of the five respondents perceived a high level of autonomy at the time of the first interview. Respondent eight mentioned to perceive low managerial control beneficial for the job: '*there is no other way to deal with this variety of tasks, which I have ... somebody could micromanage that without knowing all the details and ... the process would almost take as much time as getting it completed*'. Respondent fourteen stated that the manager predominantly provided the perceived level of autonomy: '*he [manager] trusts his team, which is extremely valuable ... I appreciate it to be in a supportive and trustful relationship*'.

with my manager. So, I think autonomy is consequence of this kind of management'. Respondent seventeen is in agreement with this: 'he [manager] gives me sense of freedom ... he relies on me to give him updates and to speak on behalf of the team. That is empowering in a way'. Respondent nineteen added that the high level of autonomy helped to conduct tasks as well as possible. Respondent sixteen perceived a moderate level of autonomy at the time of the first interview. The following reasoning was provided: 'there are certainly faster ways to get things done, to make decisions and to move forward in the way we have organized ourselves now'.

Similar to the respondents that did not experience a change in motivation, four out of five respondents perceived a high level of competence during the first interview. Respondent eight mentioned to feel autonomous to develop skills: '... it is very encouraged but not forced. So, it is pretty much up to me to proactively look for opportunities ... it is a very autonomous way of developing my skills'. A high degree of development opportunities were in place according to respondent fourteen due to this reason: '... I come from a different background and I haven't work in such a big organization before'. Respondent fourteen added the following with regard to managerial support: 'I have a plan for that [developing competencies] and my manager he is extremely supportive and even pushing for some training. So it is very satisfying relationship in that sense'. Respondent sixteen mentioned to perceive a high density of development opportunities, but to perceive a lack of a clear career path: 'I just don't know where to start. It is hard to imagine where to go next in [name organization], where the organization is in constant flux'. Respondent nineteen also perceived competence to be at a high level. Namely, the respondent perceived a good balance between taking own responsibility to develop skills whilst also receiving encouragement by the manager to do so. Respondent seventeen felt a moderate level of competence. The following was said with regard to support in developing skills: 'it is really kind of handed to you to do that, but sometimes it is good that someone tells you there is a specific program. We are overwhelmed with work and volume'. Additionally, the respondent stated to feel uncomfortable with making mistakes.

At the time of the first interview, three respondents perceived a high level of relatedness and two a moderate level. Respondent eight perceived a high level of relatedness due to the following: 'they [colleagues] would come and ask for my advice in cases where they know I am an expert. That is always flattering. I would do the same for them of course. I think we work in a very close cooperation with each other'. Respondent sixteen felt valued as a team member, hence a high level of relatedness was perceived. The manager of respondent sixteen elicited this high level of relatedness: 'I think my manager creates that safe environment. There is nobody else that does that'. Relatedness was also high for respondent nineteen. Namely, the respondent felt connected to colleagues despite that the respondent works remotely. In addition, the respondent feels valued by the team and by the supervisor. Respondent fourteen perceived a moderate level of relatedness as it was hard to connect with people in the organization: 'there are not so many social events organized, there are, but not so many'. Additionally, the respondent perceived the focus on creating healthy interpersonal relationships among employees to be low. Respondent seventeen also perceived a moderate level of relatedness. The following was stated with regard to the relationship with the manager: 'I respect him and I like him. Both of us try our best to work. Of course, he is my manager and I can't be vulnerable in front of him'. In addition, the respondent had a good collegial relationship with part of the team.

4.3.2. Autonomy, competence and relatedness during the second interview round

At the time of the second interview round all respondents, but sixteen, experienced a change in autonomy. Respondent eight perceived an increase in autonomy due to the following reason: 'I believe that all the changes are going into the right direction. I think it makes me even more motivated because

I feel that I can contribute to steering the company into this right direction'. Additionally, the respondent expected for a couple of years that the organizational change was necessary. Respondent fourteen also stated to perceive a higher level of autonomy. Namely, autonomy had increased, as the respondent was more involved in the organizational change. The higher level of involvement provided the respondent with confirmative information that the change was heading into the right direction. Important to note is that autonomy in other projects remained on the same level. Also respondent seventeen perceived an increase in autonomy: *'no one has paved the way yet. So it was up to me and my colleague to build it. That is autonomy'*. Lastly, respondent nineteen perceived a decrease in autonomy: *'there is work that requires feedback and input from a team. That is fine. However, the feedback and input is constantly changing. ... It is a bit frustrating especially because what I see happening is that a lot of things start, then there is momentum and then all of a sudden it is not relevant. So that affects my motivation because I like to finish things'*. Additionally, the respondent mentioned that in the process of the organizational change, others were tempted to take credit for the work of the respondent. The latter also contributed to a lower level of autonomy.

During the second interview, it became apparent that competence increased for both respondent fourteen and respondent seventeen. Respondent fourteen stated that competence somewhat increased as the respondent could work on more projects in comparison to the first interview. Respondent seventeen provided the following reason for the increase in motivation: *'I feel being in those autonomous streams shows something about my competence. This is how I take it. My boss or somebody else would not ask me to be part of a stream if I do not have a merit to it'*. In other words, competence was positively affected as the respondent felt that the manager had trust in the skills of the respondent.

Respondent fourteen experienced an increase in relatedness at the time of the second interview. The following reason was provided: *'... I guess I can relate to some of them and not to some others. I found my pockets of people with whom I like to work with'*. In contrast, respondent sixteen perceived a decrease in relatedness due to the following: *'... the relation that I feel with [name organization] ... has gone down tremendously ... I am starting to increasingly have the feeling that I work for a company that feels comfortable in vague statements ... That is disappointing'*. The respondent added to dislike unclarity in role. Due to the low level of communication, the perceived amount of unclarity was strengthened.

4.4. Influence of descriptive statistics

First, it could be concluded that there were no significantly different answers between males and females. Second, there were no significant difference found between the answers of relatively younger employees and older ones. Third, job tenure also did not appear to be a significant variable as the answers were not remarkably different between respondents that worked shorter or longer at the company. Last, the different teams in which the respondents operated did not provide significantly different answers from one another. It did become evident that some respondents had gained a higher or lower involvement in the organizational change. Therefore, these respondents mentioned to perceive an alteration in motivation, the level of knowledge or feeling toward the change. However, this finding is due to the individual role of the respondents and not necessarily the team the respondents functioned in.

5. Discussion

Based on the results, it becomes evident that the majority of the respondents did not perceive an alteration in motivation during the process of organizational change. Three respondents mentioned a

positive alteration and two a negative one. First, a subsection is dedicated to a description of the organizational context at the time of the change. The other subsections provide understanding of why no alteration, a positive alteration and a negative alteration in motivation took place.

Organizational context

The organizational context also played a role in the reason why motivation did or did not change. Namely, the expected communication and tangible changes were not in place at the time, despite that both the respondents and the researcher expected so. Additionally, the organization had implemented changes for multiple years in a row. Some of those changes were implemented simultaneously. Hence, the change under study was one of the many the respondents experienced.

No alteration in motivation

The fifteen respondents that did not perceive an alteration in the three psychological needs predominantly put forward six similar reasons. Each reason is underpinned and displayed below.

First, the respondents that did not perceive an alteration in any of the three psychological needs mainly provided the reason that too limited information was present to elicit a change in motivation. The sensemaking theory sheds light on this finding. Namely, the lack of information disabled the respondents to create meaning of the organizational change. In turn, the inability to create meaning did not lead to a change in motivation. Hence, the inability to create meaning to organizational change, resulted motivation not to alter.

Second, the fact that multiple respondents had already experienced organizational changes also forms a prominent alleged reason why motivation did not alter. More specifically, the organizational change under study was perceived as a regularity. Based on the literature of sensemaking and resilience thinking, the respondents learned from previous changes that increased the understanding of the change under study (Berkes, 2007; Fiske & Taylor, 1991). The latter made the respondents more resilient toward the change process (Bogner & Barr, 2000; Tompkins & Adger, 2004; Wright, Kiparoglou, Williams, & Hilton, 2012). The analysis of the descriptive statistics highlights that factors such as age and job tenure did not play a role in this finding. As a result, experience with change elicited the three psychological needs not to alter.

The third reason why motivation did not change was due to the belief to be personally well able to cope with changes or uncertainties. The underlying reason can also be ascribed to the sensemaking and resilience thinking literature. Namely, sensemaking is developed over time due to past learnings and experiences to make sense of future situations (Berkes, 2007; Bogner & Barr, 2000; Fiske & Taylor, 1991). In other words, previous experiences built the ability to cope with changes and uncertainties. In turn, the respondents were better able to cope with the organizational change process under study. As a result, motivation did not change.

Fourth, no alteration in autonomy, competence and relatedness took place, as the change was perceived as distant. More specifically, some respondent expected that the change would not impact their job while others mentioned to focus on ongoing projects instead. Oreg (2003) describes that the individual ability to subside short-term inconveniences due to an organizational change, determines the reaction toward organizational change. Additionally, Bardberry (2015) highlights that it is an individual ability to focus on matters that are known instead of those that are not. The current research thus supports that the individual ability to overcome short-term inconveniences and focus on matters that are known, prohibits a fluctuation in motivation.

Fifth, respondents that stated to feel confident to find other opportunities if the job was to be eliminated, also forms a reason why motivation did not change. Self-esteem, as an explanatory

variable of individual reactions toward change (Judge et al., 1999), underpins this finding. Namely, self-esteem to find new work-related opportunities based on skills and capabilities disabled an alteration in motivation.

Sixth, respondents perceived the change as a necessity and therefore motivation did not alter. More specifically, external pressures were felt and respondents therefore welcomed the change. As the research by Self et al. (2007) underpins, external context factors can generate positive reactions toward a change. In the current study, the latter seemed to be the case to the extent that motivation did not alter. Important to note is that the perceived necessity to change, elicited a higher level of motivation via the psychological need autonomy for one respondent. Namely, the respondent had perceived the necessity of this change for a longer period of time. Therefore, the respondent welcomed the change and felt more autonomous to contribute to it. The current research therefore highlights that the necessity to change ensures that motivation is either not impacted or can increase motivation as autonomy increases.

Positive alteration in motivation

For the three respondents that perceived an increase in motivation, autonomy was the one psychological need that was impacted positively across all three respondents. This finding is related to the level of communication around the organizational change. Namely, the acquisition of confirmative information and perceived effort from the organization to be as transparent as possible regarding the change, enhanced autonomy. Namely, the confirmative information established that the change was heading into the direction as expected and desired by the respondents. In other words, more confirmative information enhanced autonomy, as the respondents felt reassured due to the additional information that their work-related outcomes would still be of value during and after the change. Thus, confirmative information and communication around change, positively influences autonomy and in turn motivation.

Two of the three respondents that perceived a positive alteration in the psychological need autonomy, also experienced a positive change in competence. That is, the respondents felt confident to contribute to the outcomes of the change. Self-esteem, as put forward by Judge et al. (1999) underpins this finding. Namely, the ability to contribute to the change increased self-esteem in own abilities and skills. An important note, one respondent that did not perceive a change in motivation also provided the reason to feel confident to contribute to the outcomes of the change. Hence, confidence to contribute to change positively influences competence, which increases motivation. However, confidence to contribute to change also ensures that motivation does not decrease.

The respondent that also perceived a positive impact on relatedness, mentioned to be more involved in the change. The latter enhanced interpersonal connections with colleagues. It can therefore be concluded that once involvement in the organization of the change increases, motivation increases via the psychological need relatedness.

Negative alteration in motivation

The current study also highlights that one respondent had a lower level of motivation as relatedness decreased. Namely, the respondent explained that the unclarity around the organizational change prohibited to make advancements in the job. Therefore, the relationship between the respondent and the organization was negatively affected. The underlying reasoning for this negative impact on relatedness can also be linked to the research by Self et al. (2007). Namely, if organizations share sufficient information around organizational change, positive employee reactions can be elicited. The same principle holds when limited information is shared, it can cause negative employee reactions.

Thus, motivation can decrease via the psychological need relatedness as insufficient clarity is provided around change.

The other respondent that also mentioned to perceive a lower level of motivation, stated to have less autonomy. More specifically, it was less easy to complete projects, and work is often taken credit for by others. The respondent mentioned that the uncertainty of less experienced employees with change created the previous described work environment. The low experience with change of these employees elicit the previous described behaviors (Berkes, 2007; Tompkins & Adger, 2004; Wright et al., 2012). Hence, it can be stated that motivation can decrease via the psychological need autonomy as other employees with less experienced in change can form a hinder to conduct work.

5.1. Theoretical implications

This research makes several theoretical contributes and are listed below.

First, the outcomes of this study enlarge the body of literature with regard to the effects of organizational change on motivation. More specifically, before this research it was uncertain how motivation manifests during the process of an organizational change. Via this research, the first step has been made and paved the way for future research. Namely, several factors such as the inability to create meaning of the organizational change, experience with change, the ability to subside short-term inconveniences, and self-esteem to find new work-related opportunities prohibited motivation to change. The factors self-esteem to contribute to the outcomes of organizational change, and the necessity to change elicited mixed results. Namely, confidence to contribute to the outcomes of organizational change was dominantly provided as a reason why competence altered positively and in turn motivation. One respondent that did not perceive a change in motivation also provided this reason. The necessity to change was provided as a reason why motivation did not change. However, one respondent perceived an increase in autonomy due to the same reason. In other words, self-esteem to contribute to the outcomes of organizational change, and the necessity to change had a dual function as these increased motivation or enabled motivation not to alter. Factors that increased motivation were a high level of confirmative information and involvement in the change. The first resulted in a higher level of autonomy and the latter an increase in relatedness. The factor confirmative information also had the potential to decrease motivation. Namely, a low level of confirmative information decreased relatedness. In addition, the uncertainty of less experienced employees with change, decreased autonomy. These findings confirm the assumption made by Smollan (2006) that individual traits moderate individual cognitive and behavioral responses toward organizational change, and provide fruitful future research opportunities.

Second, the interview formats were self-developed and motivation was defined by the SDT theory and the three psychological needs. The research findings contribute to a better understanding of the SDT as the answers to both interview rounds highlighted which facets of each psychological need is understood and reflected in practice.

Third, most studies that investigate how work-related outcomes are influenced by organizational change, generally put forward negative employee reactions (Oreg et al., 2011). The current study highlights that organizational change did not only lead to negative employee reactions. This insight provides important new considerations toward the impact of change, as not merely negative employee reactions are elicited.

5.2. Limitations and implications for future research

As with any study, the current research was subject to particular limitations. In the following sections, these limitations are presented and implications for future research are put forward.

The foremost limitation was the format of the study. Namely, only one organizational change in one organization was investigated. As for this, the generalizability of the results are impeded. Namely, authors have suggested that a single case study affects the generalizability of results negatively in contrast to a multiple case study (Gustafsson, 2017). Moreover, only a revolutionary (all-encompassing) change was investigated. In turn, no assumptions can be made on how motivation would or would not change during organizational changes with a different level of impact. Important to note is that the objective of a case study is to underpin or develop new theories, rather than to generalize the results to a larger population (Eisenhardt, 1989). Additionally, Pettigrew (1985) also mentioned that organizational changes in general are highly unique due to contextual factors that also restrict the generalizability of results. Another important factor that hinders the generalizability of the results, is the fact that a Dutch company active in the private sector was investigated. Hence, the role of cultural differences (see work by Hofstede, 1984) and sector differences were not taken into account. For future research it is essential to take a broader sample of organizations, operative in different sectors and countries to enhance the generalizability of the results.

Second, the population under study was operational at a global level, situated in the same division and scattered among different departments. Therefore, the sample size was not representative for the whole organization. In addition, in both interview rounds it became clear that some respondents either were or had become more involved in the organizational change. As Ford, Ford and D'Amelio (2008) state, the attitudes and mindsets of high involved individuals toward an organizational change are fundamentally different from those who are less or not involved. The lesson should therefore be learned to have a larger and more representative sample size, whilst also excluding highly involved individuals.

Third, qualitative research methods are prone to biases when obtaining, analyzing and interpreting the data (Ritch & Lewis, 2003). More specifically, in the two interview rounds, the researcher may have unconsciously and unintentionally asked questions to confirm certain expectations or beliefs (Ritch & Lewis, 2003). Due to the semi-structured interview format, this bias was reduced as much as possible. Also, only one researcher was responsible for analyzing the collected data. Therefore, the data can be subject to the opinions and beliefs of the researcher (Ritch & Lewis, 2003). To prohibit interpretation bias, the transcripts were first sent to the respondents for verification. Despite the effort of the researcher to diminish biases extensively, readers should be aware that a different interpretation of the data is probable.

Fourth, a particular time frame was set to conduct both interview rounds. It was expected that in the second interview round the respondents obtained a slightly better understanding of the directions of the organizational change. As became evident, the majority of the respondents did not have more knowledge at the time of the second interview. The results of the second interview have also proven to be valuable, but to capture a more comprehensive picture of how motivation alters over time a third interview round is necessary or a better time frame to schedule the interviews should be in place. If this is done is, it can be better understood how the three psychological needs exactly manifest in the process of an organizational change. In the current research, this comprehensive picture is somewhat provided, but not as extensively as initially hoped for. Additionally, as an organizational change is a fragile topic, social desirable answers may have been given in both interview rounds. Additionally, the data in the current study is also susceptible to the state of mind of the respondents at the time of both interviews. Future research should therefore establish more interview moments to ensure a reliable picture of how and why motivation changes. More interview rounds will also diminish social desirable answers and cancel out environmental factors more.

Fifth, as the literature review by Oreg et al. (2011) pointed out, the effect of organizational change on motivation was not examined extensively. As a result, the interview formats were self-developed and motivation was underpinned by the SDT theory and the three psychological needs. Naturally, there are other theories or frameworks in place to explain motivation, which could also provide a new interesting research angle. Theories such as the expectancy theory (Vroom, 1964), the goal setting theory (Bandura, 1977; Locke & Latham, 1990) or Maslow's (1943) hierarchy could be used to define motivation. For future research, these theories could be particularly useful as these can uncover new valuable insights why or why not motivation alters due to an organizational change.

Sixth, the reasoning that the respondents provided to explain why motivation did not change, underpins all three psychological needs. In other words, the current research findings do not answer why each independent psychological need did not alter. As a breakdown of the reasons per psychological need is of great value to research, future studies should consider this in the setup of their methodology.

5.3. Practical implications

Based on the outcomes of this study, three practical implications come forward. Below these elaborated on.

First, organizations can prohibit motivation to decrease if the necessity of change is well defined and communicated. If an organization underpins well why change needs to happen, and adequately manages employee expectations, motivation can increase. HR can play a key role in the process of aligning employee expectations with the desired outcomes of the change. The latter can be done via dialogues with the employees. Additionally, if a misalignment is bound to occur, HR can timely intervene. In other words, HR can be the linking pin between the employees and the change practitioners.

Second, the current study identifies which individuals are better able to cope with change, which enables the implementation of targeted HR practices. Namely, for individuals that are less able to cope with change, targeted trainings can be introduced. HR can play a key role in identifying these individuals and in turn, host suitable trainings.

6. Conclusion

The current study sheds more light on the effect of organizational change process on the work-related outcome, motivation. It became evident that the organizational change under study did not elicit an alteration in motivation for the majority of the respondents. The inability to create meaning of the organizational change, experience with change, the ability to subside short-term inconveniences, and self-esteem to find new work-related opportunities were factors that prohibited any alterations in the three psychological needs. Self-esteem to contribute to the outcomes of organizational change, and the necessity to change had a dual function as these increased motivation or enabled motivation not to alter. The factor that both increased and decreased motivation was the amount of confirmative information. Namely, more confirmative information increased motivation while limited information decreased motivation. Another factor that increased motivation was a higher involvement in the change. Additionally, uncertainty of less experienced employees with change decreased motivation.

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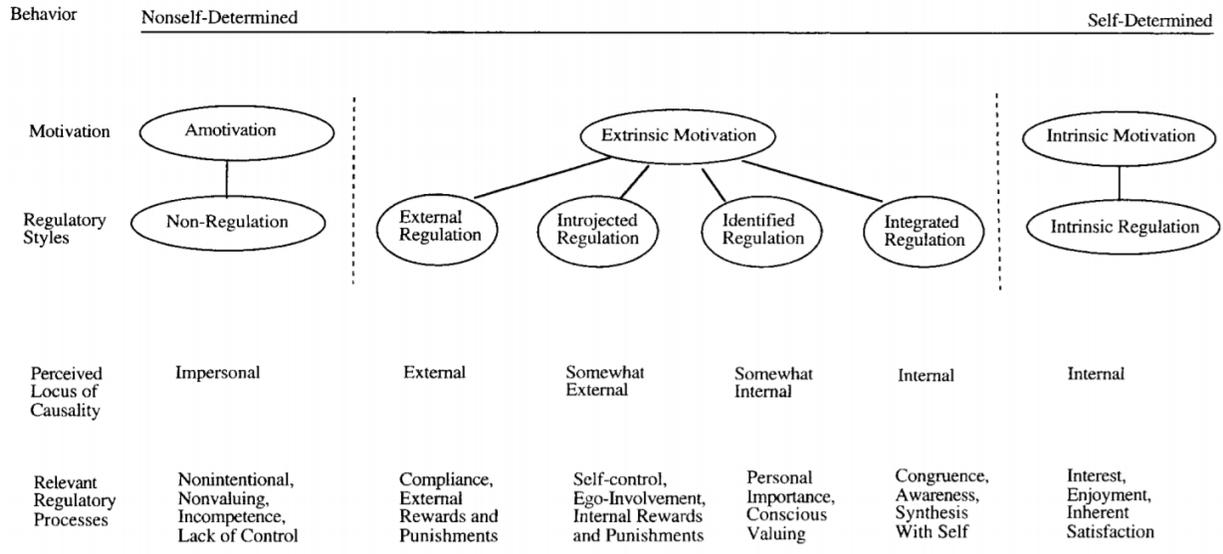
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Appendix 1

Self-Determination Theory by Ryan and Deci (2000).



Appendix 2

Invitation to participate in research as sent to managers by email. This email includes the targeted invite to employees.

Dear (*Targeted Name*),

By means of the email below, I would like to invite one or several members of your team to participate in the following research. This research is in collaboration with the [name of team responsible for initiating the change], which related to the [name division undergoing the change] change ahead. Additionally, it also is part of my master thesis. Please feel free to forward this invite to members of your team of your choosing. Thank you in advance and if you have any questions, do not hesitate to contact me.

Dear [targeted name],

In collaboration with the [name of team responsible for initiating the change], responsible for [name division undergoing the change] and changes within your unit, I invite you to participate within the following research as part of my master thesis. You receive this invite due to a randomized choice and participation is voluntary.

My master thesis is focused on establishing an insight in employee motivation during an organizational change. By means of two interviews, one conducted in November/December 2018 and one in April 2019, the results for this research will be obtained. Each interview will take up approximately 45 min of your time and will both take place at your work location. The outcomes of the interviews are anonymized and are handled confidentially. Additionally, before these outcomes are turned into results, you will receive the opportunity to check the transcribed interviews first and make adjustments. At any point in time, you have the right to withdraw from the research.

The time and date for the second interview round will be clear once the first interview is conducted.

If you have any further questions, you can contact me via the contact details as displayed below.

Thank you in advance and I will reach out to you via scheduler to set the first interview.

Kind regards,

Marjolein Karsmakers
[Contact details]

Appendix 3

Interview questions for first round.

Introduction

- Welcome interviewee and thank for participation in research.
- Describe purpose of the research.
- Describe the setup of the research.
- Stress confidentiality of data handling and ask permission to wield a voice recorder.
- Obtainment of general information:
 - Full first and last name
 - Gender
 - Age
 - Job type
 - Job tenure

Motivation

1. Autonomy
 - 1.1. To what extent do you feel autonomous to conduct your tasks?
 - 1.1.1. How is this level of autonomy reflected in your daily job?
 - 1.1.2. How does this level of autonomy enable you to conduct your tasks?
 - 1.2. To what degree does your supervisor control the manner in which you conduct your tasks?
 - 1.2.1. To what degree does this level of supervisory control influence your behavior?
2. Competence
 - 2.1. Within your job, how much attention is paid to the development of your competencies?
 - 2.1.1. In your daily job, how do you develop your competencies?
 - 2.2. What kind of support do you receive from your work environment to build on your competencies?
 - 2.2.1. As you work on your competencies, to what degree do you experience guidance (and the presence of a structured plan) by the organization?
 - 2.2.2. In the process of developing your competencies to what extent do you receive feedback?
 - 2.2.3. How does your work environment react when you make an error or mistake in your task?
 - 2.3. To what extent can you apply your (newly) developed competencies within your daily work?
3. Relatedness
 - 3.1. To what degree is it important for you to join in social activities at work?
 - 3.2. To what extent do you feel connected to your colleague(s)?
 - 3.2.1. Within the team you operate, do you feel valued as a team member?
 - 3.2.2. How would you describe the relationship with your supervisor?
 - 3.3. Do you feel, within your role, that sufficient attention is paid on creating healthy work relations?

Organizational change

1. With regard to the upcoming change, how do you expect it to impact your work?
2. What changes do you currently notice in your daily work due to the organizational change?
3. What feeling does the organizational change elicit?

Closing

1. Ask if respondent has any final remarks or questions.
 - Indicate that the summary of the first interview will be send to participate for verification.
 - Indicate possible dates for the second interview round to consider in agenda.
 - Thank interviewee for participating.

Appendix 4

Interview questions for second round.

Introduction

- Welcome interviewee and thank for participating in the last interview round.
- Describe purpose and the setup of the second interview round.
-

Organizational change

1. With regard to the change, do you have a clearer picture of what it entails?
 - 1.1. Do you know more how the change will impact your work?
2. What changes have you noticed in your daily work due to the organizational change?
3. Has your feeling towards to organizational change changed?
 - 3.1. Why has/hasn't your feeling changed?
4. Do you think you have the right perception of the change?
 - 4.1. Why/why not?

Motivation

5. Has your motivation changed due to the organizational change, in comparison to the first interview?
 - 5.1. Why has/hasn't your motivation changed?
6. In what way has/hasn't your motivation changed?
 - 6.1. Autonomy: do you feel your level of autonomy has changed?
 - 6.1.1. If so, in what manner has autonomy changed within your daily tasks?
 - 6.1.2. If so, how does this influence the fulfillment of your tasks?
 - 6.2. Autonomy: to what extent has the degree of supervisory control over your tasks increased or decreased?
 - 6.2.1. To what degree does this (changed) level of control influence you?
 - 6.3. Competence: within the current situation, is the same amount of attention paid to the development of your competencies?
 - 6.3.1. If not, in what ways has it changed?
 - 6.4. Competence: currently, what kind of support do you receive from your work environment to build on your competencies?
 - 6.4.1. As you work on your competencies, to what degree do you now experience guidance and the presence of a structured plan by the organization to do so?
 - 6.4.2. To what degree do you receive feedback whilst developing your competencies?
 - 6.4.3. Within the current situation, how does your work environment react to when you make an error or mistake in your task?
 - 6.5. Competence: to what extent can you still apply the (newly) developed competencies within your daily work?
 - 6.6. Relatedness: how important do you find it now to integrate in social activities at work?
 - 6.7. Relatedness: how would you describe your connection with your colleague(s) at this point in time?
 - 6.7.1. Within the team you operate, do you still feel as valued as a team member as before?

- 6.7.2. At this moment in time, how would you describe the relationship with your supervisor?
 - 6.8. Relatedness: do you feel that the amount of attention toward creating healthy work relations and a good team cohesion has altered?
 - 6.8.1. If so, how has it changed?
7. Do you expect your motivation to change due to the organizational change, in the future?
 - 7.1. Why do you think it will/will not change?

Closing

8. Ask if respondent has any final remarks or questions.
 - Indicate that the summary of the second interview will also be sent to participate for verification.
 - Thank interviewee for participating in the research overall.

Appendix 5

The consent form as sent to the employees after they agreed to participate in the research.

The following research, as part of the change occurring in your division, is targeted at obtaining data for my master thesis. The data collection is in collaboration with the team responsible for initiating the change. The results drawn from the data will be translated into best practices and will be presented to this team.

My master thesis is focused on establishing an insight in employee motivation during an organizational change. By means of two interviews, one conducted in November/December 2018 and one in April 2019, the results for this research will be obtained. Each interview will take up approximately 45 min of your time and will both take place at your work location. Also, each interview will be recorded. The data obtained from the interviews will be stored, in relation to the AVG law (in effect since the 25th of May 2018 in the Netherlands), on a USB which only the researcher and the supervisor of the current research can access. After my master thesis is completed, the saved interviews are first anonymized after which these will be transferred from the USB to a secured server of the Tilburg University. The data on the USB will be deleted so that the interviews are only on this server.

The outcomes of the interviews are anonymized and are handled confidentially. Additionally, before these outcomes are turned into results, you will receive the opportunity to check the transcribed interviews first and make adjustments. At any point in time you have the right to withdraw from the research.

By participating in the current research, the above stated is acknowledged and agreed upon.



Appendix 6

Motivation and remarks regarding the organizational change as put forward in the first interview.

Respondent One Interview One

Question theme	Answer
Autonomy	<p>In the first interview, it became clear that the respondent perceived a high level of autonomy. Namely, the respondent is at liberty to conduct projects that are not always part of the job: <i>'I can choose where I think I can make an impact. Therefore, for me, that is ultimate autonomy ...'</i>. Due to this liberty, the respondent is able to execute tasks that energize and in turn drive success. The respondent added that there are certain overarching organizational guidelines in place, which determine how tasks should be executed. These guidelines do not diminish the level of autonomy according to the respondent. With regard to managerial control, the respondent stated to have bi-weekly meetings in which alignment on projects are created. The manner in which the respondent in turn conducts the tasks, is fully up to the respondent. The respondent perceived this interaction with the manager is a nice way of working: <i>'my manager, as long as we deliver the results that we agreed on at the beginning of the year, is perfectly fine with the way we handle it. So that is very nice, a nice environment to work in'</i>. If managerial control was high, the respondent stated to leave the organization.</p>
Competence	<p>With regard to developing competencies, the respondent stated that each individual is responsible to develop own competencies. Thus, the respondent actively seeks guidance from network to develop competencies. Within the organization, the respondent felt that there is sufficient room to do so: <i>'I think that there is a lot of opportunity within this company to educate yourself'</i>. Overall, the respondent felt supported by the organization and the manager to develop competencies. The respondent could easily find time to follow courses due to personal circumstances, which means that work can be caught up outside of working hours. Whenever a course is self-chosen, the newly obtained knowledge can be applied immediately. However, the respondent felt that compulsory courses, due to generic undertone, do not always have a direct practical application. Feedback whilst developing competencies is not provided, but respondent stated to actively look for this if necessary. Within the team the respondent operated, people are forgiving toward mistakes. As part of the organizational culture, mistakes are considered a moment of learning: <i>'this is also the culture. Every mistake you make is a learning for a next time'</i>.</p>
Relatedness	<p>The respondent mentioned that sufficient attention is paid by the organization to initiate social events. Alongside these events, there were also activities taking place within the direct team and department. The respondent finds it important to join social activities, but depends less on these as the extensive job tenure enabled to build a great network. Overall, the respondent felt connected to colleagues and the department whilst also feeling valued as a team member and by manager: <i>'I am valued in my team but we do not say that a lot or express it often. Sometimes it is expressed in the way that they ask for your opinion in certain cases or your support ... I think we should say it more often'</i>. The respondent felt that each individual organizational actor is responsible to create health work-relations.</p>
Organizational change	<p>With regard to the organizational change, the respondent mentioned to have a general idea of what future directions are. The respondent supports these directions and therefore the change was not perceived as a threat: <i>'I don't feel very threatened and I think the change as far as I understand it now only promotes a closer working relationship between working areas. I feel very comfortable with that because it makes my life easier ...'</i>. This feeling is strengthened as the respondent has experienced previous other reorganizations. In this light, the respondent also stated that age and extensive job tenure works favorable. However, respondent noted that others within the organization do display feelings of anxiety toward the change.</p>

Respondent Two Interview One

Question theme	Answer
Autonomy	In the first interview, it became clear that the respondent perceived a lower level of autonomy. The respondent felt autonomous with regard how to allocate time, but the short-term thinking in the organization diminished this level. Abstract tasks which disrupt work, and the high workload also lower this level. Additionally, management also played a role in this low level of autonomy. Namely, due to micro-management, the respondent felt a low level of accountability and responsibility: <i>'you take away responsibility and accountability from people if you start micromanaging that much and it happens on so many levels that I do not feel autonomous. I think that is a big lack, it does not make me happy or more motivated ...'</i> . Despite that, the previous described level of autonomy does not motivate the respondent, the respondent stated not to burn out by the current level of autonomy: <i>'I am not going to burn out because I am well aware of what is going on. Somewhere next year things need to change or I will change them myself'</i> . Additionally, the respondent mentioned that the current level of autonomy does not affect the way in which tasks are conducted, but if autonomy were higher, the work would be conducted much better.
Competence	The respondent stated to feel responsible to develop own competencies and perceived this to be fair to a certain extent. To illustrate this, when the respondent asked for concrete guidance this was not received, but would have been helpful: <i>'I was asking for that guidance and did not get it'</i> . As for this, the respondent confers with other organizational actors. The respondent developed competencies by following courses related to the job. Additionally, the respondent had a coach, which was initiated by the respondent. The respondent did not receive feedback whilst developing competencies, apart from when it is self-initiated. The respondent stated that mistakes were tolerated. On a higher level, the respondent stated that there is a too much focus on what is failing and makes employees motivated to get the numbers on green instead of learning from the mistakes. The application of newly developed competencies is a challenge for the respondent.
Relatedness	The respondent stated to like informal activities with colleagues, but also had personal obligations. The latter reduced ability to attend informal activities. The respondent stated to have a good connection with colleagues: <i>'there is a nice mix of people here, to which I can relate to in different ways and there are always a few people you really relate to and really click with'</i> . Also within the team, the respondent feels valued. The relationship with the manager is still under development. The respondent did not feel that the organization is investing in the right way in people: <i>'there are a lot of 'hi, how are you?'-moments. ... by the time you want to answer, I am on the other side of the building because I just walked by and I said it. That doesn't mean anything. So I don't think we are investing the right way in people'</i> .
Organizational change	In relation to the organizational change, the respondent expected that job would be removed as more can be done with less people. The respondent noticed certain changes already. Feelings regarding the change are ambiguous as the respondent feels the change is well needed, but hopes that the change will be sufficient to bring the necessary breakthroughs: <i>'ambiguous and mixed feelings because I think it is well needed ... I also see so many things that this company should change and ... I am not sure we will be able to break through'</i> . The respondent added that the organizational change was not negatively affecting motivation, but motivation had been lower already due to other circumstances.

Respondent Three Interview One

Question theme	Answer
Autonomy	The respondent stated to feel autonomous up to the point when work entailed more interdependencies. On the one hand, these interdependencies are time consuming, slowing down the work process and involves extra alterations to work as originally intended. On the other hand, it provided a valuable amount of feedback. The respondent stated to receive a high level of freedom from manager and that this is a pleasant way of working. Additionally, the manager of the respondent helped respondent to conduct tasks better by, for example, taking away some hassle and providing feedback: <i>'it is just taking away some of the hassle that sometimes is on my shoulders and my</i>

manager takes over. My manager has good advice on how to handle things. In that sense, my behavior is impacted as well.

Competence	The respondent stated that more attention should be paid to the development of competencies. Due to the high workload, the respondent and the team cannot prioritize it sufficiently: ' <i>... there is a wish and every time we discuss ... that this should be top priority but you see that there is a lot of pressure and in the end time just disappears</i> '. On the other hand, the respondent mentioned that support from the organization would be there to develop competencies if respondent were to come up with a personal development plan. The main issue the respondent faced, was a lack of time to do so. Additionally, the respondent felt the responsibility to develop own competencies in comparison to previous years within the organization. Namely: ' <i>[certain amount of years] years ago there were all kinds of programs that people would come up to you ... This whole HR department is gone almost ... So it is more and more your own responsibility and I think that is fine, but ... A lot of things are on my mind and a lot of things are going on, but then you don't allow yourself to spend time on this and you should</i> '. Feedback on competency development occurs mainly during the two evaluation moments in the year with the manager. The respondent felt moderate toward making mistakes as it is part of human nature and thus a learning moment. The respondent followed courses related to job and feels that this knowledge could immediately be applied into practice.
Relatedness	With regard to relatedness, the respondent stated to feel that there is a different social cohesion between the headquarters and other office locations. The respondent feels to have a good team cohesion and stressed to find this important: ' <i>I think that is helping you when you have some kind of a problem we can just have a coffee and discuss it</i> '. Additionally, the respondent stated to feel connected to colleagues, as there is a high level of trust and social interaction present. The respondent stated that the manager is highly responsible for bringing people together accordingly and therefore creates a good functioning team. Additionally, the respondent mentioned that there are regular meeting with the team in which feedback is shared. The respondent stated to value manager for the way the team is managed currently managed: ' <i>my manager has built a strong team in which people feel engaged and also trusted. We also take a lot of time to check how people are doing during the week</i> '.
Organizational change	The respondent did not know how the organizational change would impact work as respondent does not feel involved. The latter has to do with the fact that the respondent feels that the change would not touch the department the respondent functions in.

Respondent Four Interview One

Question theme	Answer
Autonomy	The respondent felt autonomous to conduct work-related tasks and act on the best interest of the company. This level of autonomy has helped the respondent grown in the role: ' <i>... it has helped me to develop myself into this role, that is one. ... The room that I get to do is a lot to do what I think is in the best interest of the company</i> '. The respondent also added that in the past, when autonomy was lower, the respondent went outside of the organization to look for another job. The respondent does not feel controlled by manager and described the relation to be peer-to-peer.
Competence	In relation to competence, the respondent stated that there is no clear competency framework or clear career path in place. The fact that multiple changes have taken place within the organization, have lower the feeling of perceived guidance to develop competencies. Only via the peer-to-peer relationship with manager, the respondent has clearly developed: ' <i>I experienced four or five reorganizations that I survived in that sense. So you can imagine the impact of that ... So the only competency that I feel supported in is the people manager role. For the rest, I don't think that is the case</i> '. The respondent followed online courses or trainings related to job. Other courses which respondent signed up for filled up quite fast. The respondent felt responsible to develop own competencies and did not find this a problem. The company provided sufficient opportunities to develop oneself. The respondent felt that support comes from manager to develop competencies. Feedback was received whilst working, but not after a specific course or training is followed. In work environment, there is room to make mistakes and learn from that feedback. Not all elements from a

course or training can be applied immediately, and will thus be forgotten. The respondent tried to implement new knowledge as much as possible.

Relatedness The respondent personally did not feel the need to engage in social activities at work. The respondent did stress that such events are important to organize: *'I think social activities are good to do, but with certain boundaries from my perspective'*. The respondent mentioned that there is a difference in the nature of social events between the headquarters of the firm and the other office locations. The respondent mentioned that activities should be more of a mix between the two office locations. The respondent stated to feel connected to colleagues and felt valued as a team member. In addition, a good relationship existed with supervisor. Healthy work relationships were created, but respondent stated that management can do more to take away certain frictions: *'I do think that it is happening. However, I do see sometimes frictions ... That is not helping to create healthy work relationships ... That is where leadership can make a difference ...'*

Organizational change The respondent felt that the organizational change will have a limited impact as the department respondent works in, will not be affected by a great extent. The respondent did not have a certain indication of what the change entailed, but saw the change as something good: *'it will be helping us be more focused and, to be honest, some reorganizational element'*.

Respondent Five Interview One

Question theme	Answer
Autonomy	The respondent felt autonomous to conduct tasks, only the frequency to report back was perceived as too high. This high frequency was perceived as follows: <i>'sometimes [name organization] wants to control too much on checking. That means that you are too much of your time reporting back instead of running the job and moving change'</i> . The manager enables the respondent to conduct tasks effectively as there was no constant reporting or high level of control.
Competence	Over the years, the respondent saw the investments in education decrease: <i>'I think we are saving too much money on the education part. If I look [certain amount of years] back, there were much more training possibilities, trainings and budgets in place'</i> . As for this, the respondent followed courses mainly external of the company. These courses were related to the job. Additionally, the respondent felt to be responsible to develop own competencies and felt comfortable with this. Not a lot of feedback was received, only during the two annual evaluation moments. The respondent felt that mistakes are allowed to made, but on a higher level are not supported: <i>'... I see within [name organization] we sometimes want to please to get a KPI on green, but officially, it is not on green Then the question is, are you allowed to make a failure?'</i> . The respondent stated that externally developed skills could be applied well within work.
Relatedness	With regard to relatedness, the respondent said that there were informal activities organized and that these are important as these enhance teamwork. The respondent also added that the responsibility to organize more informal events was not only the responsibility of management, but also of the employees themselves. The respondent felt connected to colleagues, but also mentioned that people switch roles often which makes it hard to stay connected for a longer period of time. The respondent felt valued by the team and also by the organizational as a whole. There was a good relationship with the manager in place. The respondent mentioned to believe that creating healthy work relationships is the responsibility of each individual employee: <i>'that is again the balance of control. I believe you have to do it on your own'</i> .
Organizational change	The respondent found it hard to answer exactly what the organizational change would bring as it was only clear on a higher level. The respondent added more clarity in the future is needed as rumors were present and had a negative impact on the upcoming change: <i>'there are too much rumors. ... I understand some things have to be closed before you can be that open on jobs and that kind of things, but it is waiting now a little bit too long'</i> . Additionally, the organization had been going through quite some changes, which meant that this also impacted the manner in which employees look at the upcoming change.

Respondent Six Interview One

Question theme	Answer
Autonomy	The respondent mentioned that tasks could be conducted autonomously, but also partly depended on particular factors. These factors were the input of others, regulations and particular bureaucratic processes. The respondent mentioned that these dependencies limit how fast a task can be conducted and decreased the level of perceived autonomy: <i>'... still a lot of the projects I work on rely on other peoples input and, as we have bureaucratic processes, it affects the speed and how autonomous you can be. ... within those boundaries I feel that I am'</i> . The respondent also added that autonomy depended on the manager one has. The respondent felt to have a good balance between managerial control and autonomy.
Competence	The respondent felt to have a high responsibility to develop own competencies. In some cases, the respondent wished that there was more guidance in place as the workload did not always allow the respondent to spend sufficient time on development: <i>'it is a bit up to us and I wish there was a little bit more guidance on that to be honest. ... It is a lot on me to make sure that I do that and be proactive about that, but also in your daily job it is difficult to be always proactive on that because there is a lot to do'</i> . Based on personal initiative the respondent followed courses related to what the respondent thought would be useful. In the end, it turned out that only half of the courses turned out to be useful. Within the team the respondent operates, there is not a widespread to focus on own development apart from during the two annual evaluation moments. The respondent felt that manager could potentially advise respondent on further development and that HR could play a bigger role in creating clearer training curricular. The respondent felt that mistakes were allowed to be made, but depended on the size of the mistake and the reaction to it afterwards. Mistakes were tolerated if one showed that one learned from the mistake: <i>'again, it depends a lot on understanding that you could have done something better and showing that. Of course, if someone doesn't do that, then also from my side I am less eager to tolerant towards the next time that it happens'</i> . The applicability of courses depended, as mentioned previously, on the environment one operates in.
Relatedness	The respondent stressed that social activities at work are important and these enhance teamwork. The respondent felt that social activities should be initiated more often: <i>'... in general having more social activities also outside of work is definitely a plus. I think we do not invest enough in that or to celebrate when something went well. We don't do that enough'</i> . Due to the different work locations of team members, the respondent recently has had a hard time to stay connected to colleagues. The respondent did feel valued as a team member. The respondent stated to overall have a good relationship with the manager. The respondent felt, in order to create healthy work relationships, more investment and encouragement should be present for people to do things together. The respondent would also like it if employees from different office locations were to visit each other.
Organizational change	The respondent understood the basics of the organizational change, but not in a detailed manner. Additionally, the respondent did not know how it would impact the work of respondent. The respondent added that there was secrecy around the organizational change, that questions were left unanswered, and stories were built around it. It did not affect the work of the respondent, but does sit in the back the mind: <i>'in general, uncertainty is not positive. It is getting to a point that we understand more. Whether I feel affected by it in my daily job, I would say no. Except for the fact that it is in the back of my head'</i> .

Respondent Seven Interview One

Question theme	Answer
Autonomy	During the first interview, the respondent stated to perceive a moderate level of autonomy. The following description underpins this observation: <i>'on one hand, I feel autonomous because I have the ability to work with different people and to create the deliverables that we anticipate we should deliver. On the other hand, I do not feel to be autonomous because of the complex situation that we are in as an organization'</i> . Additionally, others within the organization are territory driven regarding

work, which also hampered autonomy of respondent. The manager of the respondent acknowledged this issue and supported respondent as much as possible. As for this, the respondent felt to receive sufficient autonomy by manager.

Competence	Opportunities were in place to develop competencies, but not against all costs. Namely, the respondent applied for an external course, but was not supported by the organization. The respondent did perceive to receive support by manager to develop competencies. Additionally, the respondent mentioned that internal and external courses are in place, but due to high workload it is difficult to utilize these to develop skills: <i>'... the work life balance is out of control ... You have to deliver so you focus on your work and forget about the other stuff'</i> . The respondent did not receive feedback, but did not perceive this as a lack. The respondent felt that mistakes are allowed to be made, but depends on the severity of the mistake. If a mistake is too critical, it could have negative consequences.
Relatedness	Social activities are found to be important, but it should not be mandatory as people have the capability to initiate it themselves as well. The respondent felt connected to colleagues, valued as a team member and felt to have a good relationship with manager. Healthy work relationships are built by manager and not so much in a top-down manner or by HR. In addition, the respondent did not feel that strategies are aligned as departments are driven in silos: <i>'I sense a lot of overlap and struggles between people to get things done. People do not know each other ... Our strategies are not aligned'</i> .
Organizational change	The respondent was unclear of what the organizational transformation would bring, but looked positive toward it: <i>'I look positive on the fact that we are going through the [department] transformation because for me, it is a kind of acknowledgement that the current way of working is not the right way of working'</i> . In addition, the respondent mentioned the following: <i>'... I want to me more engaged with it and not get some notification from the sideline. I want to be part of it'</i> . Lastly, the respondent mentioned that the company conducted multiple reorganizations and the topic was thus sensitive.

Respondent Eight Interview One

Question theme	Answer
Autonomy	The respondent stated during the first interview to feel very autonomous: <i>'ten out of ten. It is a very autonomous culture within [name organization]'</i> . This was reflected in the ability to arrange work schedule in preferred manner and to conduct tasks as effectively as possible. The respondent did not perceive to be micromanaged and described the interaction with manager to be a good cooperative process. This particular management style enabled respondent to conduct tasks effectively.
Competence	The respondent stated to be responsible to look for opportunities to develop skills: <i>'... it is very encouraged but not forced. So, it is pretty much up to me to proactively look for opportunities ... it is a very autonomous way of developing my skills'</i> . The respondent mainly felt encouraged by the manager to develop skills. The courses that the respondent followed were not only related to the job, but were also valuable for personal development. The respondent did not receive feedback whilst developing competencies and did not miss it. With regard to making mistakes, the respondent mentioned the following: <i>'there is work in process and there are glitches on the goal which are easily correctable which nobody would notice. Or there is the question of life and death. I don't want to learn what is going to happen then'</i> . Also, the respondent said to be able to transfer new knowledge easily into work as only relevant courses were followed.
Relatedness	Due to personal preferences, the respondent was less inclined to join social events, but stated that a sufficient amount are organized: <i>'the degree to which I am connected to the regular activities that we have is absolutely satisfactory. We have some informal and formal activities that are always nice. It is also nice that we don't have them too often'</i> . The respondent felt connected to colleagues, valued as a team member and had a good work-relation with manager. In addition, the respondent added that there are healthy work relations in place. The respondent did mention that within the

larger department, more in depth connections would be desirable: *'sometimes at [name organization], it is really hard to understand who are the people you have to talk to about particular topics. ... I think this lack of structure can be fixed and is definitely something to be improved'*.

Organizational change The respondent did not feel that the organizational change will impact job greatly as the job of the respondent will also be necessary after the change. The respondent was positive toward the change as this is what respondent predicted for a longer period of time: *'I fully support because it is completely in line with the findings that came out of my [expectations] for years. I was hoping it would come because it is really needed. I am only welcoming it'*.

Respondent Nine Interview One

Question theme	Answer
Autonomy	In the first interview round, it became clear that the respondent perceived a high level of autonomy. Namely, work could be conducted in the manner the respondent personally liked: <i>'I am a little bit of an einzelgänger, I love to work by myself and decide how I can perform my activities the best. ... That is the motivation why I am doing this job'</i> . The feeling of autonomy was strengthened by the fact that the team-strategy was designed in good collaboration with all the team members. In addition, the respondent stated to perceive a high level of trust from the organization to do job. A small portion of the job was not perceived as autonomous due to external factors such as last-minute deadlines. If autonomy were to be low, respondent stated to look for another job.
Competence	The respondent felt to have a high own responsibility to develop competencies and was comfortable with this way of working. However, the respondent lacked time to do so due as the job was demanding. Additionally, due to short-term thinking within departments, the respondent was not always able to engage in new projects. The latter hampered the respondent in way of working. Support from work environment to build on competencies was only present via two annual evaluation moments. The respondent perceived this as follows: <i>'I can make my own. It would be nice if you could do it together as a team'</i> . Feedback was not received regularly because the team was caught up in day-to-day work and management had other priorities. Whenever the respondent made an error, the work environment reacted supportive. With regard to the application of newly developed competencies, the respondent stated the following: <i>'maybe in 20 percent of my activities I can use my newly learned skills ... I would like to see it a bit more ... but then it comes down to team priorities to make this possible'</i> .
Relatedness	The respondent felt that social activities are important and good for the team bonding. Additionally, the respondent felt that these kind of activities could be held more often. The responsibility to initiate this is a balance between both the respondent and management. As the team consists of nice and intelligent people, the respondent felt connect and valued by team members. Additionally, the respondent had a good relationship with the manager: <i>'I have an open relationship with my supervisor. He is really supporting me and also the rest of the team'</i> . The respondent thought that the organization does sufficiently to create healthy work relationships.
Organizational change	The respondent felt that the organizational change was well needed and a good step forward. The respondent did not worry about job as it will still be necessary. The respondent did not notice any changes yet. In addition, the respondent felt that employees should be involved with the change and clear communication should be present to ensure a successful change.

Respondent Ten Interview One

Question theme	Answer
Autonomy	The respondent mentioned during the first interview to feel autonomous to conduct tasks, but due to the structure of the role cannot always utilize it. The latter frustrated the respondent sometimes. The amount of autonomy helped to conduct tasks related to job as effective as possible. The

respondent did not perceive a high level of control by manager. This situation was described as follows: *'on the one hand, I love it because ... it gives me confidence, that he knows that I am doing a good job. ... But for personal growth I would like it if he [manager] had a little bit more time to support me in certain challenges that I have as a person within this company. For that, there is just not that much time'*.

Competence

Not a lot of attention was paid to the development of competencies due to the work pressure. It did not bother the respondent: *'it is fine. It does not very much bother me, but because in such a big organization (also with my past employers) that is always the case. If you want to grow, you need to be assertive and take care of yourself'*. However, respondent would appreciate it if manager could provide more support in personal development. Whenever the respondent developed new skills, these are related to the job. There were feedback moments throughout the year from manager and team. With regard to making mistakes, the respondent mentioned the following: *'it is not that it is really promoted or endorsed. They say 'to be successful, you need to fail a couple of times'. That is definitely not the vibe we have in our department as I experience it. ... As long as you show that you have learned from the failure that you have experienced, it is fine'*.

Relatedness

The respondent mentioned to perceive social activities at work to be very important as this enhances teamwork. According to the respondent, departments were driven in silos and therefore also do not engage in activities that are outside of this silo. There were initiatives for overarching teams, but that did not turn into the success that was hoped for. The respondent felt connected to colleagues, outside of the team the respondent did not feel connected and misses this connection: *'to my team members very much so. I would like to say that I am involved ... Outside the team, not so much. I really miss the connection outside the team'*. Within own team, the respondent felt valued as a team member. However, the respondent did not feel valued by the organization as a whole. The respondent mentioned the following: *'within the team, yes. Within the department, no. ... there is too much work and therefore we don't get the impact that we want to have. ... I am really struggling with that to make sure that the team is visible and is valued for what we are doing'*. The respondent had a good relationship with supervisor and felt supported on a business level whenever needed.

Organizational change

The respondent did not know how the organizational change would impact the job of the respondent. However, given the current information, the respondent felt the change is a good initiative and therefore had hopeful expectations. On the other hand, the respondent also mentioned: *'I think this is needed to make that change, but I also feel it is like a dark cloud hanging over us and not really knowing what is going to happen'*.

Respondent Eleven Interview One

Question theme

Answer

Autonomy

During the first interview, it became evident that the respondent perceived a low level of autonomy. The respondent explained this as follows: *'I think that at [name organization] many of our leaders are also doers and micromanagers. So, autonomy is not always a given and I don't always feel autonomous'*. In addition, the respondent mentioned: *'what I see happening sometimes is that teams are formed and then they are dissolved and restarted again. ... I don't feel very autonomous to be able to really finish a task the way I would like to ...'*. The previous described did not make the respondent feel empowered or able to conduct tasks. In relation to the direct manager, a low level of control was perceived and the respondent received support to complete a project. The respondent also mentioned to find it hard to team up with others, despite that it is a core value of the company.

Competence

With regard to competence, the respondent stated that little attention was paid to employee development: *'I don't think that we invest enough in our employees in keeping them up to date in their professional competencies, skills and profession. So, I think that is one problem'*. By means of working with outside agencies the respondent developed skills. The respondent perceived guidance to develop competencies by manager and a high level of personal responsibility: *'you really have to do that yourself ... If you don't have someone to do it, it doesn't seem to be a standard here at [organization]'*. In relation to making mistakes, the respondent said that employees are encouraged

not to make mistakes instead of making them and learning from them. Whenever new knowledge was obtained, the respondent felt to be able to apply it immediately within work.

Relatedness	The respondent felt that the organization did not have a sociable atmosphere. This is a pity as the respondent strongly feels that social events drive trust and in turn motivation. Also, the respondent felt moderately valued as a member of the organization: <i>'I don't feel as valued as I would like to feel. So I believe that I am very passionate, motivated and I have a high work ethic. I feel that that is not always valued or recognized at [name organization]</i> . The respondent felt to have a good work-relationship with manager. Lastly, the respondent stated that the organization does not pay sufficient attention to creating healthy work-relations.
Organizational change	The respondent felt that the organizational change would impact work. Additionally, the respondent mentioned that the organization has been through multiple transitions and that negative reactions might be elicited. Personally, the respondent had a positive attitude toward the change.

Respondent Twelve Interview One

Question theme	Answer
Autonomy	The respondent stated during the first interview to perceive a high level of autonomy: <i>'I feel very autonomous because I have much freedom in that sense to do my work in the hours that are flexibly available for me in the way that I would like to do them and the place I like to do them'</i> . The respondent added that there are certain team processes in place, but these did not affect the level of perceived autonomy. The high level of autonomy helped the respondent in the following manner: <i>'it helps me because I like it. ... it also motivates me to do a proper job. I am very aware of the flexibility I have, so I also feel a responsibility not to abuse it'</i> . In addition, the respondent felt to perceive a low level of managerial control and this made the respondent feel confident to execute job effectively.
Competence	With regard to competence, the respondent stated that the team tries to spend time each week on development. The respondent felt conscious to make use of development options. Whenever the respondent follows courses, these were related to the job. The respondent felt supported by manager to develop competencies and to a limited extent also by the team. Receiving feedback happened whenever the respondent followed a course. Additionally, the respondent also received feedback during the two annual evaluation moments. With regard to making mistakes, the respondent mentioned the following: <i>'I have the feeling that it is to a certain level okay if you make a mistake, if it is not a too big of a mistake. Personally, I am conscious of the fact that I try to avoid it of course. ... I don't have a problem with it and I feel fine with it'</i> .
Relatedness	The respondent felt that it is important to join in social events as a relationship with colleagues is built. The respondent in this respect stated: <i>'for me it is also a motivator. When I have a good relationship with a colleague, it motivates me extra to do something for this colleague, to work together or go the extra mile. That is for me important'</i> . An observation the respondent shared, was the difference between collegial connection at the headquarters and other office locations. The respondent felt valued by the team and gratitude is displayed explicitly. In addition, a good work-relation with the supervisor is in place. With regard to creating healthy work-relations, events were held. Additionally, the core value of the organization to not work overtime was not always followed up correctly.
Organizational change	With regard to the organizational change, the respondent felt disconnected as the department is not clearly involved in it: <i>'I don't really have a feeling yet ... Maybe also because I lack some knowledge, but also because it is not thought through for all the [department] functions yet'</i> . The respondent hoped that within the near future, more clarity would be present about the change.

Respondent Thirteen Interview One

Question theme	Answer
Autonomy	By means of the following explanation, the respondent stated to have a high level of autonomy: <i>'for me there is full, well there are certain rules and focus that we have as a team, so there is clarity on the priorities and that is set together with the full digital team. How I work, with whom I work and when I work is fully up to me. So, my autonomy is very high'</i> . Autonomy was important as it formed an important reason why respondent enjoys job. The respondent perceived a low level of managerial control. Via biweekly meetings, updates are shared and support was provided to the respondent by manager.
Competence	Within the recent years, the respondent did not spend sufficient time on developing competencies due to the high workload. Apart from the mandatory courses, the respondent followed one other training related to the role. The respondent felt no constrain from work environment to develop competencies. The issue is a matter of time: <i>'it has been a busy year on getting things done and less on taking next steps in trainings in developing into a different career path'</i> . The respondent added that learning on the job was also an important facet of competency development. Namely, not all trainings were as applicable in practice and are therefore perceived as a paper exercise. The respondent felt that it is tolerated to make mistakes, as long as one displays to have learned from the mistake.
Relatedness	Due to personal reasons, the respondent joins less social events. Nevertheless, the respondent did find it important to be connected to colleagues: <i>'... for me being able to connect with my colleagues and talk about other subjects during work is important. It is something I really value. Colleagues are an important piece of the enjoyment that I get out of work'</i> . The respondent felt connected, valued by the team and had a good work-relation with manager. The respondent perceived that the organization does sufficient regarding creating a healthy work environment.
Organizational change	The respondent only understood the directions of the change only on a higher level. The respondent also saw opportunities to contribute to the change and stressed the importance to involve people in the change. With regard to how the change will affect the respondent, feelings were neutral. Lastly, the respondent perceived the change to be a good initiative.

Respondent Fourteen Interview One

Question theme	Answer
Autonomy	The respondent stated to perceive a high level of autonomy: <i>'I feel extremely autonomous. I consider this being more due to my manager, rather than the organization. ... That is something I do appreciate very much'</i> . This level of autonomy was perceived to be valuable as it enabled the respondent to initiate new projects, make a positive impact, and drive change. On the other hand, the respondent mentioned that the high level of autonomy was also perceived as a challenge: <i>'... when I started, it was more of a challenge than an opportunity because having a lot of freedom means that you have little guidance on what needs to be achieved'</i> . The respondent also stated that the manager trusts team and there is little managerial control.
Competence	In relation to competence, the respondent mentioned that quite a lot of attention was paid to the development of skills. An important side note put forward by the respondent is: <i>'... I come from a different background and I haven't work in such a big organization before'</i> . The respondent followed trainings valuable for personal as professional growth. The newly obtained knowledge could be applied well into job according to the respondent. The support the respondent received to develop competencies, came predominantly from manager and less so by colleagues. The respondent did not receive feedback from work environment whilst developing competencies and did not find it necessary. The team, in which the respondent is situated, react well to when an error is made. The respondent did feel that, as a whole, the organization is risk averse: <i>'... failing at something can reflect badly on you and so people don't take the risk. I think that is a cultural problem that we have in this organization'</i> .

Relatedness	The respondent felt that in the beginning of job tenure, events were organized. However, the respondent added: ' <i>... there are not so many social events organized, there are, but not so many ... in general I found it very hard to connect with people in this organization</i> '. The respondent felt connected to colleagues, valued as a team member and had a good work-relationship with manager. Regarding social connection throughout the entire organization, the respondent mentioned: ' <i>I have the feeling also that people care more about their career than the team mission, not to mention company mission</i> '. With regard to healthy work-relations, the respondent stated the company focuses on facilitating a healthy lifestyle, but not healthy interpersonal relationships. The latter was perceived as a lack.
Organizational change	The respondent was unsure of how the organizational change would affect job. Additionally, the respondent had positive feelings toward the change: ' <i>it will be a massive step forward for [name organization] and definitely a better environment for me to be in. I would be extremely excited to be in this organization if it is as described</i> '. The respondent hoped to contribute to the change as much as possible. Lastly, the respondent stated to fear that there would be resistance toward the change by some stakeholders in the organization. The respondent finds that unfortunate.

Respondent Fifteen Interview One

Question theme	Answer
Autonomy	The respondent stated to feel autonomous to conduct tasks. With regard to managerial control, the respondent stated that there certain guidelines in place: ' <i>in my role, I would say I am very autonomous. I have my guidelines from my manager</i> '. The respondent stated that autonomy enabled to make connections throughout the organization and thus conduct tasks effectively.
Competence	With regard to competency, the respondent felt the responsibility to develop own skills whilst also receiving support from manager to do so: ' <i>our manager is really great about making sure that we are educated on new things and exciting things he thinks is important for us to understand</i> '. In addition, whenever the respondent wished to follow a course, the manager approved this request. The only moments of feedback were during the two annual evaluation moments. As the respondent worked remotely, moments of feedback were of additional value. The respondent felt that knowledge obtained during trainings were relevant for day-to-day work.
Relatedness	The respondent found it important to engage in social activities, but the necessity to do so has shifted over the years. Namely, due to personal circumstances the respondent could not always join social events. The respondent felt connected to colleagues and despite that the respondent worked remotely, felt connected to team. In addition, the work-relation with manager is satisfactory: ' <i>he is very inclusive and making me feel part of the team. I really enjoy working on his team</i> '. The respondent felt that, based on personal experience, that the company facilitated a healthy environment to work in.
Organizational change	The respondent knew the general directions of the change, but did not know what impact it would have on the job of the respondent. Overall, a positive feeling toward the change was present as the respondent felt it might enhance ways of working.

Respondent Sixteen Interview One

Question theme	Answer
Autonomy	The respondent stated to perceive a moderate level of autonomy due to structure of the organization. Due to this particular structure, a high degree of alignment was necessary between teams and departments that slow down the process. The respondent stated that this leads to this following situation: ' <i>I personally feel that we have got, not necessarily including myself, an enormous amount of dedicated experts in our house. None of which feel empowered to make decisions about a topic because each of them is organized in their area of expertise</i> '. The previous described situation made

the respondent sad and regretful. The respondent stated that it would be better if more interaction between different work disciplines was present. The respondent stated to perceive a low level of managerial control: *'... we have quite an open line of communication and a high degree of trust which goes both ways. I feel in no way hindered or oversteered in any certain direction by my manager'*.

Competence	The respondent had not developed competencies often within the last period. Namely, the respondent found it hard to depict own path with the organization and therefore follow suitable courses. In addition, the respondent stated to be responsible to find develop personal skills and is fine with this way of working: <i>'I have come to know that as the [name organization] style, you are responsible for your own destiny. I believe that is true'</i> . The only one the respondent received feedback from whilst developing competencies, is the manager of the respondent. With regard to making mistakes, the respondent stated that there is a difference between severities of mistakes: <i>'making a mistake in your daily work like missing an appointment or making a misjudgment. That happens ... I find those situations to be very understanding ... Then there is making mistakes towards other capabilities or digital leadership presentations. There I think mistakes are not as tolerated as easily'</i> . The courses the respondent followed in the past, were still of value. However, as previously mentioned, the respondent found it difficult to select the right courses as career paths were hard to define.
Relatedness	The respondent found it important that social events were organized, but did find it important to keep private and work separate. The respondent mentioned: <i>'they [social events] can help to get some fresh ideas on what has been troubling you or the other person to get motivated again. Just for laughs or putting things in perspective for each other and it is also good for mental ventilation'</i> . The respondent mentioned to feel connected to colleagues and to have a good work-relation with the manager. With regard to the creation of a healthy environment to work in, the respondent mentioned that there is nobody apart from the manager who did this. The respondent added that the manager does a great job at this, but that this not always the case for other colleagues in other teams.
Organizational change	In relation to the organizational change, the respondent stated to believe that the underlying reasons are good. The respondent added that it is yet unknown what the change would entail for the job. The latter leads to the following: <i>'it feels a little scary to rely on a program that I do not fully grasp beyond that high level intention. That is scary. Change is scary, we are all human'</i> . Additionally, the respondent mentioned that at the beginning of the change intention, not all right people were involved at a high level. This had happened and was valued by the respondent. The last mentioning of the respondent was that the change has been behind curtains for a longer period of time. Due to this, the expectations regarding the change had heightened.

Respondent Seventeen Interview One

Question theme	Answer
Autonomy	With regard to autonomy, the respondent stated to feel autonomous to conduct tasks and decisions. On the other hand, the respondent mentioned that the success-matrix is arbitrary, which elicited the feeling of unease. The respondent described that the previous stated had no impact on how job was executed, but did impact the moral: <i>'I like to do my job the best way that I can. Luckily there are deadlines and I like to team up with other people, but the moral isn't good. I want to make impact, but at the end of the day you are being measured and yes or no you are impactful'</i> . The respondent perceived a low level of managerial control and this empowers the respondent. However, the respondent stated to would also like to receive more guidance in some matters.
Competence	The respondent did not perceive that a lot of attention was paid to development, apart from the two annual evaluation moments. The respondent added the following: <i>'it [developing oneself] is really kind of handed to you to do that, but sometimes it is good that someone tells you there is a specific program. We are overwhelmed with work and volume'</i> . In addition, the respondent felt that there were no clear career paths in place, which made choices in courses more difficult. With regard to support from the work environment, the respondent stated that it was not a team priority to develop competencies. Therefore, support from that area is not always present. Feedback on development of competencies occurred during the two annual evaluation moments with the manager. As the work

environment was unsettled during the first interview, the respondent felt less at ease making mistakes.

Relatedness With regard to relatedness, the respondent felt that social events were important. The respondent felt connected to some team members and was indecisive with regard if the respondent was valued by the team. The respondent mentioned to have a professional work relation with manager.

Organizational change The overall guidelines of the organizational change were known to the respondent, but due to remaining unclarity made it difficult to answer the question. The respondent did address some observations within the team: '*... a colleague mentioned that everyone is nervous about whether they will have a job next year. That is tough*'. In addition, the respondent perceived a competitive work environment as employees were scared of losing their job.

Respondent Eighteen Interview One

Question theme	Answer
Autonomy	The respondent mentioned to perceive a high level of autonomy and flexibility up until the moment when other had to be involved. More specifically, the respondent stated: ' <i>I feel quite autonomous I have to say. I think that motivational factor for me. When I reach to point of involving everyone else, then it is a bit different. ... given that we are very complex I stop being as efficient to the point we go into a bit more complex ways of working and complex deliverables</i> '. The respondent described to be affected by the previous mentioned to a small extent on a daily basis. With regard to managerial control, the respondent said: ' <i>I think I have quite extensive autonomy from my current manager. It has to do with the things I bring into the team, but it is also about joining forces</i> '. The respondent added to be happy not to be micromanaged as this would not be acknowledging.
Competence	With regard to competency, the respondent said that there is a willingness to support development. However, due to a limited amount of time and the high workload it happens less. The following example was put forward: ' <i>I did try to go to one, but then my meetings was rescheduled so I wasn't able to go</i> '. The respondent added to have obtained new skills due to executing the job. Whenever the respondent followed courses, these were provided by external parties and related to the content of the job. The knowledge from external parties are more easy to utilize on a daily basis than generic courses. The respondent stated to feel supported by the manager to develop competencies. In relation to guidance to develop skills, the respondent mentioned the following: ' <i>if you have your personal drive to learn more, it is quite easy to find information. ... For someone to provide you an overview and give you instructions for example every quarter about interesting courses, just to guide you in a more structured way, I haven't received that kind of guidance</i> '. The respondent added that it would be valuable if some additional guidance were received as long as it does not become mandatory. With regard to feedback, the respondent actively asked for this, as it is not provided on a structural basis. The respondent stated not to be afraid to make mistakes, but others are. Namely, the company was affected by politics, which meant that others do not easily take accountability or ownership, as they are afraid to fail.
Relatedness	The respondent felt that social activities are important as these enhance mutual relations and therefore enhance work outcomes: ' <i>if your friends are your colleagues, I think things can actually happen in an easier way. Especially when you have to face complex projects where many people are involved. So if you have a good social connection and things move in a smoother way</i> '. The respondent stated to feel connected to colleagues and to be valued as a team member. Additionally, the respondent also perceived to have a good work-relation with supervisor. In relation to the creation of a healthy work environment, the respondent stated not to experience pushback to enable this.
Organizational change	With regard to the organizational change, the respondent had hopes that it will not only impact the one division, but the whole organization in a positive manner. The respondent added to have gone through multiple reorganizations: ' <i>I have been through quite a few transformations in my previous experience. I always like to think that a transformation is a positive thing and the way we do business, that is where it will bring the biggest business impact</i> '. At the time of the first interview, the

respondent did not perceive any particular feelings toward the change as the practical implications were unknown.

Respondent Nineteen Interview One

Question theme	Answer
Autonomy	The respondent stated to perceive a high level of autonomy. A high degree of flexibility was present within the team with regard to the completion of tasks. The high degree of autonomy helped the respondent in the following manner: <i>'a lot of my work requires strategic thinking. It is not number crunching, I have to use my brain. If I was forced to work from nine till five, sometimes my brain doesn't work from those times'</i> . In addition, the respondent perceived a low level of managerial control. Namely, the manager is trusting and supported respondent whenever needed.
Competence	Encouragement to develop competencies was mostly received via the manager. With regard to support to develop skills, the respondent stated to have a high own responsibility, but also to receive support from manager: <i>'... if I had the time or wanted to do more, I think I would get full support for that. I have never want to do a training and get denied, unless it is a cost issue'</i> . The respondent also stated to actively ask for feedback whenever it is felt to be necessary: <i>'it doesn't completely bother me that it is not proactive because I feel comfortable in asking for feedback'</i> . With regard to making mistakes, the respondent mentioned that minor mistakes are tolerated, as it is a way of learning. When a bigger mistake was made, reasons are sought for how to prevent the mistake the next time. The respondent felt that knowledge obtained by courses or trainings, could be applied immediately and all the time.
Relatedness	The respondent stated that social events were important to join: <i>'if you are working with people you need a certain level of trust. If you don't know who they are as a human being, as a person, how can you trust their work'</i> . The respondent felt connected to colleagues, but as the respondent works remotely, colleagues were not seen on a regular basis. In addition, the respondent felt valued by the team and by supervisor. With regard to creating a healthy work environment, the respondent said that the organization did not necessarily proactively promote or inhibit it. This led to the following situation according to the respondent: <i>'they [the organization] say that they value their employees, but they don't act like it. I wish they acted more like it'</i> . Another side note, stated by the respondent, was that the amount of internal conflicting interests: <i>'where I see the issues is internal motivation versus company motivation. ... I see everyone looking out for themselves. ... at the risk of hurting [name organization]'</i> . The respondent stated to feel that the manager tries to contain this as much as possible for the team, but is not always possible.
Organizational change	With regard to the organizational change, the respondent said not to have adequate insights in practical applications. Additionally, the respondent stated that every year the organization goes through a reorganization. In addition, the respondent mentioned: <i>'... since the people that are designing the transformation and making the decisions, they do not necessarily know what the real world is like. ... That is what concerns me'</i> . The feelings of the respondent toward the change did not affect the outcome of tasks in a negative manner. Namely, the respondent stated that at the end of the day, results need to be delivered. Additionally, the respondent mentioned that the organization is always changing and that the respondent cannot influence that. Therefore, the respondent believed it was better to continue conducting the job.

Respondent Twenty Interview One

Question theme	Answer
Autonomy	The respondent stated to perceive a high level of autonomy to conduct tasks. The respondent added the following explanation: <i>'for me it is important because it is a way of working I appreciate. I have the freedom the way I would like to do it. For me it is also better that people tell me what the directions are instead of telling me every step I need to take'</i> . Additionally, the respondent stressed that

autonomy was an important factor within a job. With regard to managerial control, the respondent stated that this is low. The respondent mentioned two outcomes of low managerial control: *'on the one hand, it is a good way of being managed because you have the creativity and complete tasks the way you want it. On the other hand, you work on the task and get a lot of freedom, you sometimes miss the feedback. ... If you have a manager how gives more details, you have more guidance and probably more feedback because the manager knows what he wants to see and do'*.

Competence

The amount of attention paid to the development of competency development, could be enhanced: *'... you work on your daily tasks and as long as this goes okay, everybody is happy. I am eager to learn a lot more and develop my own career'*. Whenever the respondent wished to follow a certain training, the respondent felt a high level of responsibility to initiate this, and felt supported by manager. However, the respondent mentioned that for one particular course, no support was provided: *'... within [name organization] you can work on your skills, but not against all costs so to say'*. During the development of competencies, the respondent received limited feedback and did not miss this either. The applicability of newly developed competencies varied as the work environment does not always facilitate a practical application. The respondent added that tolerance toward making mistakes was fairly high.

Relatedness

With regard to relatedness, the respondent mentioned that informal social events are important as it made the job more fun. On the other hand, the respondent found it equally important to have a good balance between one's private life and work. The respondent felt valued as a team member, but less so within the larger team: *'... we work as a smaller team within the bigger team, the priorities are within another topic. Then you feel that the work you do is not appreciated'*. The latter did not affect motivation of the respondent. The respondent also perceived to have a good work-relation with manager. In addition, the respondent felt that the manager puts in effort to create healthy work-relations and that due to the organizational change it happened more often.

Organizational change

During the first interview, the respondent had an expectation that it would impact job, but not to what extent as the details were not clear. The respondent mentioned that is it valuable to have more updates with more details. The respondent stated not to perceive any changes in job already during the first interview. With regard to what feelings were elicited due to the change, the respondent mentioned the following: *'it is more about curiosity ... it is a huge topic and it will take quite some time. But the transparency is a bit less. It would be useful, not only for me but for a lot of people, if there is a bit more understanding about what is going to happen'*.

Appendix 7

Motivation and remarks regarding the organizational change as put forward in the second interview.

Respondent One Interview Two

Question theme	Answer
Organizational change	To the question whether a clearer picture of the organizational change is present, the respondent stated to understand better how the change is driven and with what intentions. The respondent added that information was still known on only a general and higher level. What impact the organizational change would have on the job of the respondent, was still unknown. The uncertainty regarding the job of the respondent was not perceived negatively. The respondent stated the following reasons: <i>'... I am not bound by structure. So, as long as I feel that I can contribute to driving impact in our business ... then I am pretty much okay. I do not get upset really easily with the upcoming change'</i> . When the statement was made that the respondent still had a positive attitude toward the change, the respondent mentioned to do so as it embodied a positive and well needed change for the organization. The additional amount of information the respondent had during the second interview also helped to perceive the change positively: <i>'... the information that we have helps me visualize why that is so [why it is useful to change]. That is also why I feel positive about it [organizational change]. As far as I have information, I am capable in translating that into how that would look like'</i> .
Change in motivation (autonomy, competence and relatedness)	With regard to a change in motivation, the respondent stated not to perceive a change in comparison to the first interview. The respondent mentioned not perceive a change in autonomy, competence and relatedness. The reasons why motivation had not changed, was due to the following: <i>'I'm not necessarily insecure about structure and where to contribute from my function. ... I noticed that maybe for me it is a little bit easier to translate what I can contribute ... it helps me very much in not being anxious toward change'</i> . In addition, the respondent mentioned to have been able to cope with change quite easily due to personal characteristics (being positive by nature) and experience within the company. Additionally, the respondent perceived that the team was positioned more outside of the organizational change, which enhances the feeling of not being in the center of where change will actually occur. The respondent added to be motivated to help others who are less positive toward the change.
Future change in motivation	The respondent stated that in the future, based on the understanding of the organizational change, the respondent expected motivation to be positively impacted. Additionally, the respondent added that more clarity would be needed in order to enhance motivation amongst other employees as well.

Respondent Two Interview Two

Question theme	Answer
Organizational change	During the second interview, the respondent mentioned not to have a clearer picture of what the organizational change entailed, except from a high level perspective. The respondent stated to be understanding toward the scarce level of details: <i>'as an employee, I think it is almost unavoidable because everybody sort of wants to be in the kitchen and build the meal. ... people should also realize there is a position and a place. Not everyone can contribute'</i> . The respondent added that communication regarding the change could have been better. Meaning that communication could have been more engaging and could have created more enthusiasm amongst employees. According to the respondent, the level of communication leaves room to rumors, which has a negative impact on other employees. The respondent stated not to know how the change would influence the job. The uncertainty regarding the job does not bother the respondent. Namely, the respondent stated: <i>'... it [ability to cope with uncertainty] is a personal trait. That is how I try to steer my career'</i> . The respondent stated that the feeling toward the organizational change depended on the route the change takes. If the organizational change is to be all encompassing, the respondent stated to be

positive toward it. If the change entailed optimizing certain aspects of the organization, but not tackling root problems, the respondent declared to have less positive feelings toward the change. The respondent mentioned not to know which route the organizational would take due to a low level of communication, but suspected the second route.

Change in motivation (autonomy, competence and relatedness)	To the question whether motivation changed due to the organizational change, the respondent answered 'no'. The underlying reasons for this answer was that the respondent does not let environmental factors influence motivation. In addition, as mentioned previously, the respondent stated to be able to cope well with uncertainty as it is a personal trait. Another important factor that prevented motivation to decrease was due to the fact that the respondent is confident that job experiences will lead to other opportunities: ' <i>... I think I have a good resume. ... If the opportunity stops here for me, I'll find another great opportunity hopefully</i> '. With regard to the three psychological facets of motivation, the respondent stated not to perceive any changes that would significantly contribute to a higher or lower motivation. Additionally, the respondent mentioned to be slightly demotivated during the first interview. That feeling was still present during the second interview, but is not to be ascribed to the organizational change.
Future change in motivation	Regarding whether motivation would change in the future due to the organizational change, the respondent stated that would depend on which of the two routes the change takes. If the change is to be all encompassing, it would have a positive effect on motivation and if not, then motivation would decrease.

Respondent Three Interview Two

Question theme	Answer
Organizational change	The respondent stated not to have a clearer picture of the organizational change. In response to question whether the limited amount of additional information affects the respondent, the following answer was provided: ' <i>no. As long as I do not know anything, I just continue with the things that I do. ... it [organizational change] does not sound like it is affecting me right away</i> '. The respondent explained the previous answer further by mentioning that the organizational change only had an indirect impact on job: ' <i>... I am not the first audience I guess</i> '. Therefore, the respondent also stated not to have the right perception of the change, as it feels more distant. A factor that contributed to this feeling was that communication regarding the organizational change used jargon targeted at one work stream instead of the whole department.
Change in motivation (autonomy, competence and relatedness)	Regarding motivation, the respondent stated that this had not changed since the first interview due to the organizational change. The respondent provided the following explanation: ' <i>until there is no impact ... and very scarce information, it flies by</i> '. Additionally, the respondent stated to feel not to be the target audience of the organizational change. The limited amount of information did not influence respondent. Namely, the respondent stated not to worry about matters that cannot be influenced. Therefore, motivation of the respondent was not affected. This personal attitude originates from experience over the years: ' <i>there are so many things that you can worry about. It is better to wonder if you can influence or take control over something. If the answer is no, then there is no reason to bother. You need to accept, that is the way it is</i> '. All the three psychological needs related to motivation did not change since the first interview.
Future change in motivation	The respondent mentioned that motivation would only be impacted in the future once more results or information regarding the organizational change is present. If that does not happen, motivation would remain on the same level.

Respondent Four Interview Two

Question theme	Answer
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Organizational change	With regard to information regarding the organizational change, the respondent mentioned that no additional information had been presented. In other words, only the key message of the organizational change was known to the respondent. The respondent added that more details would have been nice to know, but mentioned to understand why that is not possible: <i>'they don't have the clarity and they cannot give the clarity right now. I can understand, but I think it will be good to at least give a high-level insight in how the thinking is going'</i> . During the second interview, the respondent stated not to feel impacted by the change, apart from some delays in projects. The respondent stated to expect that impact of change on job would be limited. Namely, the respondent noted that the change would not impact the jobs in the work stream the respondent functioned in. Therefore, the respondent mentioned not to feel uncertain regarding how the organizational change might influence job. The positive attitude that the respondent had during the first interview regarding the change, had not altered. With regard to the having the right perception of the change, the respondent mentioned the following: <i>'for my role, I have the right information. I do not need to know all the details ... It will be good to know how the future organization will look like. Then I can already work toward that'</i> .
Change in motivation (autonomy, competence and relatedness)	During the second interview, it became clear that the motivation of the respondent had not changed due to the organizational change. The respondent provided the reason: <i>'there is limited impact in my view on me. ... My motivation is not impacted ...'</i> . Additionally, the respondent mentioned to have the personal trait to be well able to adapt to changes. In addition, previous experienced had formed a positive attitude toward the upcoming organizational change: <i>'I have been through so many changes already. ... I have to say, with many of those transformations I was very happy'</i> . With regard to the three psychological needs, the respondent stated that none of these had changed.
Future change in motivation	To the question whether motivation would change in the future, the respondent expected that it would have a limited impact on motivation. The following reason was given: <i>'I am not heavily depending on it, only for certain projects. I could walk around it ...'</i> . However, if colleagues were to be laid off without an unjust reason, the respondent stated that would have a negative impact on motivation.

Respondent Five Interview Two

Question theme	Answer
Organizational change	In comparison to the first interview, the respondent stated to have the same level of knowledge regarding the organizational change. The respondent also stated not to perceive any additional information on how organizational change would affect job. The level of uncertainty regarding the change did not influence the respondent negatively: <i>'it will come at a certain moment. So no difficulties regarding that'</i> . The respondent stated not to perceive altered feelings toward the change. However, the respondent mentioned that the communication regarding the change needed to be enhanced due to the following reason: <i>'... people are at least six months debating and discussing the topic, which is unclear. Unclear will give frustration and uncertainty regarding if one still has a job. It will have an impact on you performance and ... it will have an impact your daily work. If there is an impact on daily work, it will impact the turnover'</i> . The latter did not influence the respondent negatively, but noted that colleagues require more understanding of the change. With regard to whether the respondent had the right perception of the change, the statement was made that the respondent knew sufficient on a higher level. However, in the long run, the respondent would need more detailed information and hoped to receive this with three to four months.
Change in motivation (autonomy, competence and relatedness)	The respondent stated that motivation had not changed due to the organizational change. Several reasons underlie this answer. First, the respondent stated to perceive the organizational change as a necessity. Second, the respondent had already experienced several organizational changes within the same company. Third, the role the respondent is in, required constant change that makes the respondent more adjusted toward changes. All three psychological needs did not change.
Future change in motivation	With regard to whether motivation would change in the future, the respondent stated that that depended on the level of clarity regarding the organizational change. If more clarity would be present, motivation would increase. However, when no additional information is to be provided,

motivation would decrease. The respondent stated the following: *'if I am not clear on it, then how can I be clear toward my team members? ... So I think clarity is the key word of this interview. That has the most impact on motivation and how we work with people'*. According to the respondent, all three the psychological needs would be impacted, regardless whether motivation would be impacted positively or negatively.

Respondent Six Interview Two

Question theme	Answer
Organizational change	During the second interview, the respondent mentioned not to have a clearer picture of the organizational change, but did expect more clarity. Additionally, the respondent stated not to know how the organizational change would impact the job. The respondent stated that a lack of details created the following situation: <i>'I hear a lot of people speculating. That is, I am afraid, a bit of a drawback of leaving it hanging for some time'</i> . At the time of the second interview, the respondent expected that job would not be altered due to the change. The feelings toward the organizational change had not altered, as respondent did not receive any additional information. The respondent stated not to know whether the right perception is in place, again, due to the lack of additional details.
Change in motivation (autonomy, competence and relatedness)	The respondent stated not to perceive an alteration in motivation due to the organizational change. The following explanation was provided: <i>'I do not have any more or less official information to base a change in my motivation. Since the last time we spoke, I just went on with my job. Of course, decisions were taken on a high level, but it did not touch me or affect me'</i> . Additionally, the respondent mentioned that uncertainty regarding the outcomes of the organizational change do not affect the respondent. Namely, the respondent expected that job would not be altered or reduced. The three psychological needs did not change since the first interview.
Future change in motivation	Whether motivation would change in the future, depended on the following according to the respondent: <i>'... it [organizational change] could boost motivation because things can go much more smoothly or it could be that there is confusion on how we should be organized. Those are usually the things that do or do not bring about motivation'</i> . The psychological need that would change significantly would be autonomy. Namely, the respondent stated that the organizational change can streamline bureaucratic processes and involvement of stakeholders, and therefore can increase motivation. Both competence and relatedness were expected to remain on the same level.

Respondent Seven Interview Two

Question theme	Answer
Organizational change	The respondent stated not to have a clearer picture of the organizational change. The fact that the change takes up a longer time did not bother the respondent. With regard to the role, the respondent did not know how it would be impacted. At the time of the second interview, the respondent mentioned to notice that people perceive uncertainty and therefore move in and outside of the organization. The respondent was unable to pinpoint to what degree these employee movements can be ascribed to the organizational change. The respondent stated to still be positive toward the organizational change: <i>'I think we have to change. The need for change is absolutely clear'</i> . Whether the respondent possessed the right perception of the change, was difficult for the respondent to state due to the lack of information.
Change in motivation (autonomy, competence and relatedness)	With regard to whether motivation had changed due to the organizational change, the respondent stated that it had not. The following reasons were provided for the previous answer: <i>'maybe I am used to change. That is maybe why my motivation is not impacted. I think that is the main reason. As long as I cannot determine what the effect of the change is, it is difficult to determine... And I know we need to change. We are a big organization. So if things are going to change and it would impact me, in that sense I am positive that I will land somewhere else in the organization'</i> . All three psychological needs were not altered by the organizational change.

Future change in motivation The respondent hoped that motivated would change positively in the future due to the organizational change. The respondent mentioned the following: *'positive in a way that there will be clarity on the roles and responsibilities within the ... organization. ... If that is happening, it would give me a better feeling'*.

Respondent Eight Interview Two

Question theme	Answer
Organizational change	In comparison to the first interview, the respondent perceived to know a little more about how the organizational change would take shape. More specifically, the respondent already saw some changes taking place. During the second interview, the respondent mentioned that the impact on work is clear as a higher workload was perceived as a result of the organizational change. The respondent stated to be more positive toward the change as it is well needed. With regard to having the right perception of the change, the respondent provided the following answer: <i>'I think, yes. The amount I have is right. Well I wish that I could know more. I know that it is okay'</i> .
Change in motivation (autonomy, competence and relatedness)	The respondent stated that motivation had changed and the following reason was provided: <i>'I believe that all the changes are going into the right direction. I think you are it makes me even more motivated because I feel that I can contribute to steering the company into this right direction'</i> . Additionally, the respondent expected for a couple of years that the organizational change was necessary. That the change happened, also elicited a higher level of motivation. With regard to the three psychological needs, the respondent stated that autonomy increased and that competence and relatedness did not.
Future change in motivation	Motivation of the respondent could change in the future, depending on how the change further develops. The respondent expected that motivation could increase further: <i>'I see a good potential for improving and for increasing my motivation in four months depending on how it goes'</i> .

Respondent Nine Interview Two

Question theme	Answer
Organizational change	The respondent stated to know slightly more of the organizational change on a general level. The role of the respondent provided these additional insights. The respondent stressed that this additional information was limited and did not alter the way the organizational change was perceived. The question whether the respondent knew more of how the change would impact job, elicited the answer that the respondent did not know. The respondent stated to would have liked to know more about the organizational change due to the following reason: <i>'if you know a bit more, you know how to manifest yourself. ... Now, when you just get the information when everything is set in stone, there is not much room to maneuver yourself or to have some impact in your role'</i> . The lower level of information did not bother the respondent as there are sufficient projects on which the respondent could focus on. The respondent added that no concrete changes have taken place within the work environment, apart from the fact that certain colleagues were laid off. The fact that jobs are made redundant did not worry the respondent due to the following reasons: <i>'it is just part of the game. I do not think our jobs will be impacted ... in our team we make impact and for the whole of [name organization]. So there I have trust that we will be part of this transformation in a positive way. I also know that if you lose your job there is so much work outside of [name organization], that is not nice, but it is not the end of the world'</i> . The feeling toward the organizational change had not altered since the first interview. With regard to whether the right perception is in place, the respondent mentioned not to know as insufficient details had been communicated.
Change in motivation (autonomy, competence and relatedness)	During the second interview, it became clear that motivation had not changed due to the organizational change. Namely, the respondent stated to feel the necessity to change: <i>'I think it is needed as a company. ... if they don't make any changes, we will lose the game. I think it is needed'</i> . None of the three psychological needs changed. The respondent stressed that, if people are to be

reallocated, competence might be a point of concern. Namely, the respondent stated to hope that employees will be replaced accordingly in order enhance their skill set. The respondent added that this does not influence motivation, but might once things regarding the change become more clear. Additionally, the respondent mentioned that not all information was in place to enable an alteration in motivation.

Future change in motivation As mentioned previously, the respondent did not expect motivation to change in the future apart from competence. Namely, if the respondent was to conduct a job in which skills could not be enhanced, competence would decrease and therefore also motivation. If the respondent can enhance skills in job, competence would increase and in turn motivation as well. With regard to the other two psychological needs, the respondent provided the following explanation: '*... within [name organization] you have full control and ownership of your own projects. ... That will not change because it is how [name organization] works. Relatedness, I do not know. It might stay the same*'.

Respondent Ten Interview Two

Question theme	Answer
Organizational change	The respondent stated to understand the change on a high level, but not what it means on a practical level. The limited amount of information elicited two types of feelings: ' <i>on the one hand, it gives a bit of an insecure feeling of where it is going. On the hand, it gives me a very strong a feeling that it needs to happen. ... in my work I encounter that the way we are positioned and organized now, is not efficient</i> '. As the amount of provided information was limited, the respondent made assumptions of how the change would unravel. The respondent based these assumptions on the movements of other larger companies. The remark was made that more transparency regarding the organizational change would be beneficial as the respondent could anticipate work better. During the second interview, the respondent experienced some changes in direct work environment. The respondent stated that these changes are necessary, but do not make the respondent feel a stakeholder in the process. Based on the assumptions of how the change would unravel, the respondent still had positive feelings toward the change: ' <i>I still think it is needed and it could bring good things. ... Also for my team. If we are positioned in the right way, we can help the business in such a valuable way</i> '. The respondent stated not to have the right perception of the change due to a limited amount of provided information. The uncertainty around the organizational change were not perceived as hindering due to the following reason: ' <i>a lot changes here. ... I have gotten used to working with that feeling all the time. That is the way the culture is here. ... I know that in the end I can find something else either within [organization] or maybe outside</i> '.
Change in motivation (autonomy, competence and relatedness)	With regard to motivation, the respondent mentioned that it has and has not. The following explanation was provided: ' <i>no, because I still do not know what is really going to happen. So I am as motivated as I was before so I just keep going. Yes, I am actually quite eager to start working in that new way because I think it can provide so much opportunity</i> '.
Future change in motivation	To the question whether motivation would change in the future, the respondent stated that it depended on which direct the organizational change heads. Namely, if the change were in line with the expectations of the respondent, all three psychological needs would increase. If the expectations of the respondent are not met, all three psychological needs would decrease. The following reasoning was provided: ' <i>then will keep ourselves in the same way working. Especially in the role we have now, I do not think that there is a future for what we do. ... I would really be demotivated</i> '.

Respondent Eleven Interview Two

Question theme	Answer
Organizational change	In comparison to the first interview, the respondent stated to know more about the organizational change. The respondent mentioned that this additional knowledge elicited a feeling of anxiety. This anxiety was not perceived as negative, but was seen as a natural reaction. Additionally, the

<p>respondent stated that having more knowledge enabled to act better upon the change. As the respondent was better able to enact upon the change, the respondent stated to perceive an impact on job. The following reason was provided: <i>'it is visible in terms of what we do today in the organization; we are thinking how we integrate or align with the [organizational change]. Are they doing work that could potentially overlap with what we are doing?'</i>. The respondent stated not to perceive any visible changes in work environment. With regard to feelings toward the change, the respondent mentioned to have a more negative perception as details around the change are not communicated. As there is a lack of information, the respondent was unable to verify whether the right perception was in place.</p>	
<p>Change in motivation (autonomy, competence and relatedness)</p>	<p>The respondent mentioned that motivation due to the organizational change had not altered. The following reasoning underpinned the answer: <i>'the focus of my motivation and the energy that I need to continue to be motivated, has changed ... So I need to be more motivated to believe that what we're doing is the right thing ... For me it is how I direct my motivation in terms of what I do'</i>. In addition, the respondent described that others are less able to stay motivated. The respondent explained that this affects the respondent as well as the work of those people negatively. The respondent reasoned to be well able to cope with change due to high drive to work and experience: <i>'... that there was already a transformational that I experienced. So with experience good and bad, you are able to deal with that. Also with tenure. So it is not the first time I have seen this at [name organization] or other companies I have worked for. Of course, it is also my personal drive and motivation to succeed and do well in the job that I am doing. Also, ... I try to look and see what the best way is to work with that'</i>. The respondent mentioned that the three psychological needs did not change to the extent that motivation was affected. However, the respondent did perceive a change in relatedness due to the colleagues that work on the organizational change.</p>
<p>Future change in motivation</p>	<p>The respondent hoped that in the future, motivation would be impacted positively. Whether this would happen, depended on whether the change meet the expectations of the respondent. The respondent provided the following explanation: <i>'... it could affect competence. I think the [organizational change] elicits different capabilities that we need within the organization. That means that as an individual I think there are opportunities to increase individual competencies. ... relatedness is a combination of many things and could be affected. I think autonomy would be the one least affected'</i>. Additionally, the respondent mentioned that the three psychological needs would head in the opposite direction if the change would not meet expectations.</p>

Respondent Twelve Interview Two

Question theme	Answer
<p>Organizational change</p>	<p>Since the first interview, the respondent hoped to know more about the organizational change. During the second interview, it became apparent that the respondent did not generate a clearer picture of the organizational change. The question whether the latter impacted the respondent in any way, the following answer was provided: <i>'it is not something that I think of daily or impacts my work. ... I am too busy to bother about that. I do not have time for that'</i>. Additionally, the respondent added the following: <i>'... I know that change takes time. ... I have seen it happen before. ... If in the end, the outcome is positive, it will be worth it'</i>. The respondent did not know how change would impact job. This did not create uncertainty as the respondent had been through multiple changes and knows that in the end, the daily work needs to be conducted anyhow. The feelings toward the organizational change had not altered since the first interview. To determine whether the respondent had the right perception of the change, the amount of information was too little.</p>
<p>Change in motivation (autonomy, competence and relatedness)</p>	<p>In the second interview, the respondent mentioned that autonomy, competence and relatedness had not changed since the first interview. The following reasons were provided: <i>'lack of information. It has not influenced anything. I do not have the feeling that anything happened really'</i>. The respondent added to be quite resilient regarding uncertainty: <i>'if there is something to worry about then I will worry. Now there is nothing to worry about. ... It is no use to worry about something that you cannot influence'</i>.</p>

Future change in motivation With regard to whether motivation would change in the future, the respondent answered that depended on whether any change had been implemented. The respondent explained further: *'if the [organizational change] brings something that is positive for my work and my team, then I would be more positive'*.

Respondent Thirteen Interview Two

Question theme	Answer
Organizational change	The respondent stated not to possess any additional information regarding the organizational change since the first interview. The lack of details did not bother the respondent as sufficient projects are in place that are not related to the organizational change. However, the respondent did expect to know more so that knowledge could be translated to a team or individual level. The impact of the change on the job also was unclear. The respondent does not find this hindering due to the following reason: <i>'I would rather have that they spend time on this, quality time assessing how it will impact everyone. ... From previous transformations I have seen, the negative sentiment starts when the plan is introduced on a high level and then you have to make up your own story how that will relate to you. I would rather have that it is crystal clear on what it means on an individual level or us as a team'</i> . During the first interview, the respondent had positive feelings toward the change. This positive attitude was still present during the second interview as the respondent felt that the change was necessary and understood why it is done. The respondent mentioned to have the right perception of the change, but was unsure as not sufficient information had been presented to verify this assumption.
Change in motivation (autonomy, competence and relatedness)	In the second interview, the respondent put forward that all three psychological needs had not changed due to the organizational change. Several reasons were provided for the previous answer. First, the respondent stated: <i>'that [motivation has not changed] could also be purely based on the project that I am working on. That brings enough work and motivation to focus on that'</i> . Therefore, the respondent mentioned that the change felt more distant. Second, the respondent highlighted that at the time of the second interview, limited details were present regarding how the change would affect the team. The level of uncertainty around the change did not affect motivation negatively according to the respondent. Third, the respondent as well as the team in which the respondent operated perceived the change as an opportunity. The following description was provided: <i>'in the end, change will happen. Either you fight it and you might lose things that you liked or you just embrace it and see how you can move on. That is how I deal with it'</i> .
Future change in motivation	With regard to whether motivation will change in the future, the respondent mentioned: <i>'I am not saying that it will improve a lot, but for sure motivation will not go down. ... I see it as an opportunity. That means that there is potential and more chances to do something new ...'</i> . The respondent added that especially competence and relatedness would increase. Autonomy could potentially increase, but the respondent stated that the current way of working is also quite autonomous already.

Respondent Fourteen Interview Two

Question theme	Answer
Organizational change	With regard to having a clearer picture of the organizational change, the respondent mentioned the following: <i>'I have a better picture because in the meantime I started to actively contribute to the marketing transformation work stream ...'</i> . The previous mentioned also impacted the job of the respondent significantly and was perceived as a great opportunity. To the question whether feelings toward the organizational change have become more positive, the respondent stated: <i>'... I have more confirmation now that it is going the right direction as I have more access to more information. ... things are taking shape now. I think it is going the right direction so I am probably more positive than I was four months ago'</i> . The respondent was aware that the right perception was dependent on the information the respondent had.

Change in motivation (autonomy, competence and relatedness)	The respondent stated that all three psychological needs had been reinforced by the organizational change. Important to note is that autonomy had increased only in the area of being more involved in the organizational change. In other projects, it had stayed the same. Competence and relatedness did somewhat increase as the respondent found people and projects to work with, in comparison to the first interview.
Future change in motivation	Whether motivation would change in the future, depended on the outcome of the organizational change. Namely, the respondent mentioned: <i>'if in four months, ... it continues to go the right direction, I think my motivation would increase. If we miss the opportunity to transform or if the transformation becomes just a label or an empty shell ... Then my motivation will severely decrease'</i> .

Respondent Fifteen Interview Two

Question theme	Answer
Organizational change	The respondent mentioned to have a slightly clearer picture of what the change entails due to the changes his/her counter partner underwent. It did not bother respondent that changes were not yet tangible as the respondent perceived this to be normal when it comes to testing new ways of working. With regard to the provision of information, the respondent mentioned the following: <i>'... it would be nice to understand in more detail how they are working, how they will pull it together and what the structure will look like. ... I guess I thought that we would have a little bit more clarity'</i> . The respondent mentioned not to perceive any direct changes in work due to the organizational change. During the second interview, it became clear that the respondent still had a positive outlook on the organizational change. The respondent mentioned not to know whether the right perception of the organizational change is in place due to the limited amount of information. The limited amount of information regarding the change did not create uncertainty for the respondent. The following reason was stated: <i>'I am used to the changes that we go through. We are constantly restructuring and moving things around. So I do not feel nervous about it'</i> . Additionally, the respondent mentioned that both personal traits and experience within the company did not make respondent nervous toward the change.
Change in motivation (autonomy, competence and relatedness)	With regard to a change in motivation, the respondent mentioned that it did not change. The respondent the following reasons: <i>'I am busy with the projects that I am working on and I just keep my head down whilst working on those. ... I feel that my projects are a little bit separate from the [organizational change]. ... it feels distant'</i> . Also having gone through multiple organizational changes, had made the respondent more resilient. Autonomy, competence and relatedness did not change.
Future change in motivation	Motivation would change in the future, based on the outcomes of the organizational change. Namely, if the change would lead to positive and enhanced ways of working, motivation would increase. Whenever the opposite occurs, motivation would decrease. The respondent added the following: <i>'... it [lower motivation] would not keep me down. I would just continue to focus on my projects and find another outlet. ... I would not let it stop me from enjoying my work'</i> . In addition, the respondent expected that, based on previous experiences, the change would head into a positive direction.

Respondent Sixteen Interview Two

Question theme	Answer
Organizational change	The respondent stated not to have a clearer picture of the organizational change, but only to understand it from a high level perspective. The respondent added the following: <i>'... we are clueless for 12 months already. It does affect me because in my role I'm often asked questions in the hopes that I can provide some sort of guidance or advice on how to approach things ...'</i> . Additionally, the respondent added that the current level of communication regarding the change, elicited resistance toward the change as it left people in uncertainty. The respondent did not perceive any changes in job due to the organizational change, but would have liked to see tangible change already. The

impact of little communication and not knowing how it will impact job, led to the following situation: *'this 'not knowing' for me, ... has a very strong paralyzing effect. ... it hinders me because I cannot do that part of my job at the moment, simply because it is ineffective ... Increasingly, people are putting change on hold ... because another change is on the horizon. That is frustrating'*. The respondent mentioned that the feeling toward the organizational change had grown into skepticism. Due to the lack of information, the respondent stated not to know whether the right perception of the change was in place.

Change in motivation (autonomy, competence and relatedness)

With regard to motivation, the respondent stated that it had decreased. More specifically, autonomy and competence did not change, but relatedness did. The following reason was provided: *'the relation that I feel with [name organization] ... has gone down tremendously ... we have been doing this [organizational change] for over a year and still 0% clarity and not a feeling that within a few weeks from now we are going to be presented with a proper strategy ... I am starting to increasingly have the feeling that I work for a company that feels comfortable in vague statements ... That is disappointing. I am not sure if I am a good match for an organization that feels that way'*. The respondent added to dislike unclarity regarding his/her role and that this was strengthened by the low level of communication regarding the change. This has led to being open toward other opportunities inside and outside of the organization. Therefore, motivation had also decreased.

Future change in motivation

The respondent mentioned the following regarding a potential change in motivation in the future: *'it 100% depends on the clarity and the concreteness of this plan that comes out. ... My expectations are very high. ... after all this effort that must be something great coming out. ... It really depends on that. I will know from day one, when it is presented, whether it is something that I look forward to being part of'*. The respondent also stated to feel disappointed if the change was not to be all encompassing, but merely enhances some aspects of the organization.

Respondent Seventeen Interview Two

Question theme

Answer

Organizational change

The respondent stated not to understand the organizational change in more detail in comparison to the first interview. There had been efforts to communicate the change explicitly and the respondent appreciated this. The respondent stated not to know in detail how the change would influence job. The following reasoning was provided to underpin this answer: *'of course, there is uncertainty at [name organization] with or without the transformation. It is an accepted situation to be honest. Does it affect how I work? Yes, sometimes it is positive sometimes it is negative. ... I am confident that what I have been doing and delivering should make sense that enable me to function in the new ways of working that the transformation is heading toward'*. During the second interview, the respondent mentioned that the uncertain situation is less negative than at the time of the first interview. The respondent mentioned to be well able to cope with uncertainty due to experience and that it is a personal trait. No changes within job were perceived during the second interview. The respondent stated that the feelings toward the change became less negative: *'it is progress. Everyone is figuring it out. I respect process'*. Additionally, the respondent puts trust in organization that job will not be reduced. The following explanation was provided: *'if my role were to be diminished, it would have heard it by now. I hope. That is beyond your control. I try to shield myself otherwise no one can function and I cannot get the job done'*. The respondent did not know whether to possess the right perception of the change due to the limited amount of knowledge.

Change in motivation (autonomy, competence and relatedness)

The respondent mentioned that motivation had changed in a positive manner. The next explanation was provided for this statement: *'I think so due to the clarity. It is not hopeless. I know now that I am going to keep doing what I am doing. I can map myself with the current situation and how I can add value. ... It has changed because of more conversations and openness from both [organizational change] and my willingness to ask questions'*. With regard to the three psychological needs, the respondent described that autonomy and competence had been impacted positively. Autonomy increased as the respondent has to think of ways of working that are yet unknown. Competence was in turn positively affected as the respondent felt that the manager had trust in the skills and knowledge of the respondent.

Future change in motivation The respondent expected that motivation would change in the future. However, whether that is positive or negative is unknown to the respondent. It depended on the role of the respondent and the direction of the change.

Respondent Eighteen Interview Two

Question theme	Answer
Organizational change	The respondent was interviewed after an announcement was made with more content on the organizational change. Whether this new information had created a clearer picture of the organizational change, the respondent mentioned that it had not. Namely, the respondent understood better what the change meant on a global level, but not on an individual level. The respondent mentioned the following: <i>'it is clear from a business perspective, but as an individual employee and professional, what does that mean? That is not clear yet'</i> . In turn, the respondent did not know how the change would affect the job. In addition, the respondent did not notice any changes in work environment due to the organizational change. That limited information was available, did not impact the respondent negatively. The respondent mentioned that the feelings toward the organizational change had not altered as it was still unclear what the impact on an individual, team and strategic level entailed.
Change in motivation (autonomy, competence and relatedness)	In the second interview, the respondent mentioned that motivation had not altered due to the organizational change. The following reasons were provided why no change had occurred: <i>'a transformation for me is pretty much business as usual. ... I have worked for other major companies that have gone through major changes whilst I was there. So for me it is not a thing that I have not seen or experienced before'</i> . The respondent added that an organizational change could have either a positive or a negative impact. Whatever outcome the change takes, the respondent mentioned not to let it worry him/her: <i>'... I cannot start worrying, I don't allow myself start worrying or change the way I see things based on things that I do not know yet. ... I chose to prioritize certain things and not let my feeling, in a way, get the best out of me because I do not have the information to make that decision yet'</i> . To the question whether it was an internal trait that the respondent worries less, was answered as follows: <i>'I think it is based on how you exercise those aspects of yourself. ... If I were to lose my cool or if every time I heard something was going to change, it would not be very efficient to me. So I choose to have the stats first and then decide how I feel about it and act upon it'</i> . All in all, the three psychological needs did not change.
Future change in motivation	Whether motivation would change in four months after the second interview was conducted, the respondent answered as follows: <i>'I do not know. Based on how we are going, I would say so far so good. From that individual aspect, not knowing what it means on a team level, can impact everything'</i> . Additionally, the respondent mentioned that it depended on what kind of details were received regarding the change.

Respondent Nineteen Interview Two

Question theme	Answer
Organizational change	The respondent mentioned not to have a clearer picture of the organizational change since the first interview. The following feeling was elicited: <i>'frustrated to be honest because I would have thought that by this point there would be more known and more visibility'</i> . The respondent added: <i>'I sense is that everyone knows something is coming. So people walk on pins and needles. People are constantly uneasy and on edge. What sparks this, are the rumors and speculations'</i> . With regard to whether changes were perceived in work environment, the respondent stated that others try to fight for relevancy as people are afraid to lose their job. Additionally, matters are either put on hold or pushed through due to the organizational change. For the respondent, the latter forms a source of frustration as it hindered to conduct task effectively. The respondent added that the biggest concern was that decisions were made at a higher level, but do not necessarily match the needs of lower levels in the organization.

Change in motivation (autonomy, competence and relatedness)	The respondent stated that motivation had changed due to the organizational change. Namely, the respondent stated that due to uncertainty, people take credit for the work of the respondent. According to the respondent, especially less experienced employees within the company had the tendency to promote themselves more. The respondent had no tendency to promote him/herself further as the respondent stated to have faith in people to know what he/she is capable of. With regard to the three psychological needs, the respondent stated that autonomy had decreased. The following reason was provided: <i>'... the feedback and input is constantly changing. ... It is a bit frustrating especially because what I see happening is that a lot of things start, then there is momentum and then all of a sudden it is not relevant. So that affects my motivation because I like to finish things'</i> .
Future change in motivation	With regard to a change in motivation in the future, the respondent stated the following: <i>'I do not know if in four months my motivation would be higher or lower. I do expect a change because I expect to then know more. That there have been more discussions and more information is shared'</i> . If the new ways of working was something the respondent believed in, motivation would be impacted positively. If not, then motivation would decrease.

Respondent Twenty Interview Two

Question theme	Answer
Organizational change	The respondent stated not to have a clearer picture of the organizational change since the first interview. At the time of the second interview, the respondent expected to know more about the change. The respondent added the following with regard to the extensive amount of time taken to communicate the change further: <i>'I do not think it is really positive. Negative that it takes so long. It is good to know what will happen so that you can prepare. It is not like I feel very negative or positive about it. It just takes long'</i> . No changes in daily work were perceived by the respondent. With regard to whether the respondent had altered feelings toward the change, the answer was <i>'no'</i> due to a lack of details on the change. Due to the same reason, the respondent was unable to verify whether the right perception of the change was in place.
Change in motivation (autonomy, competence and relatedness)	During the second interview, the respondent mentioned that motivation had not changed due to the organizational change. The respondent provided the following reasoning: <i>'the transformation does not impact my current way of working. That is why it does not change my motivation'</i> . The question whether uncertainty regarding the change did or did not influence motivation, the respondent gave the following answer: <i>'it is because I am not worried about my job. If let's say, it does impact my job then there are so many opportunities. Maybe within the company or outside'</i> . The respondent added to possess the internal trait to be well able to cope with uncertainty. The three psychological were not altered due to the organizational change.
Future change in motivation	In the future, the respondent expected that any alteration in motivation depended on the clarity regarding the change. If no further details were presented, motivation will be negatively impacted. If several announcements were made, motivation will not change. If a clear announcement about the direction of the change would take place, motivation would change depending on the outcome. Regardless of the outcome, both autonomy and competence would not change. Relatedness, on the other hand, would change depending on a positive or negative outcome of the change. The respondent provided the following explanation: <i>'relatedness has to do with in what kind of team you will be in. If it is a team in which the sentiment is frustration with the whole situation, then of course you will go into that as well. ... I think when you are joining a team that is positive and looking to the future and want to do stuff, that will have a positive impact'</i> . The respondent added that communication regarding the change needed to be enhanced within a couple of months. Otherwise, the extent to which the respondent took the organizational change seriously, would decrease.
