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Leadership and inclusiveness in public organizations

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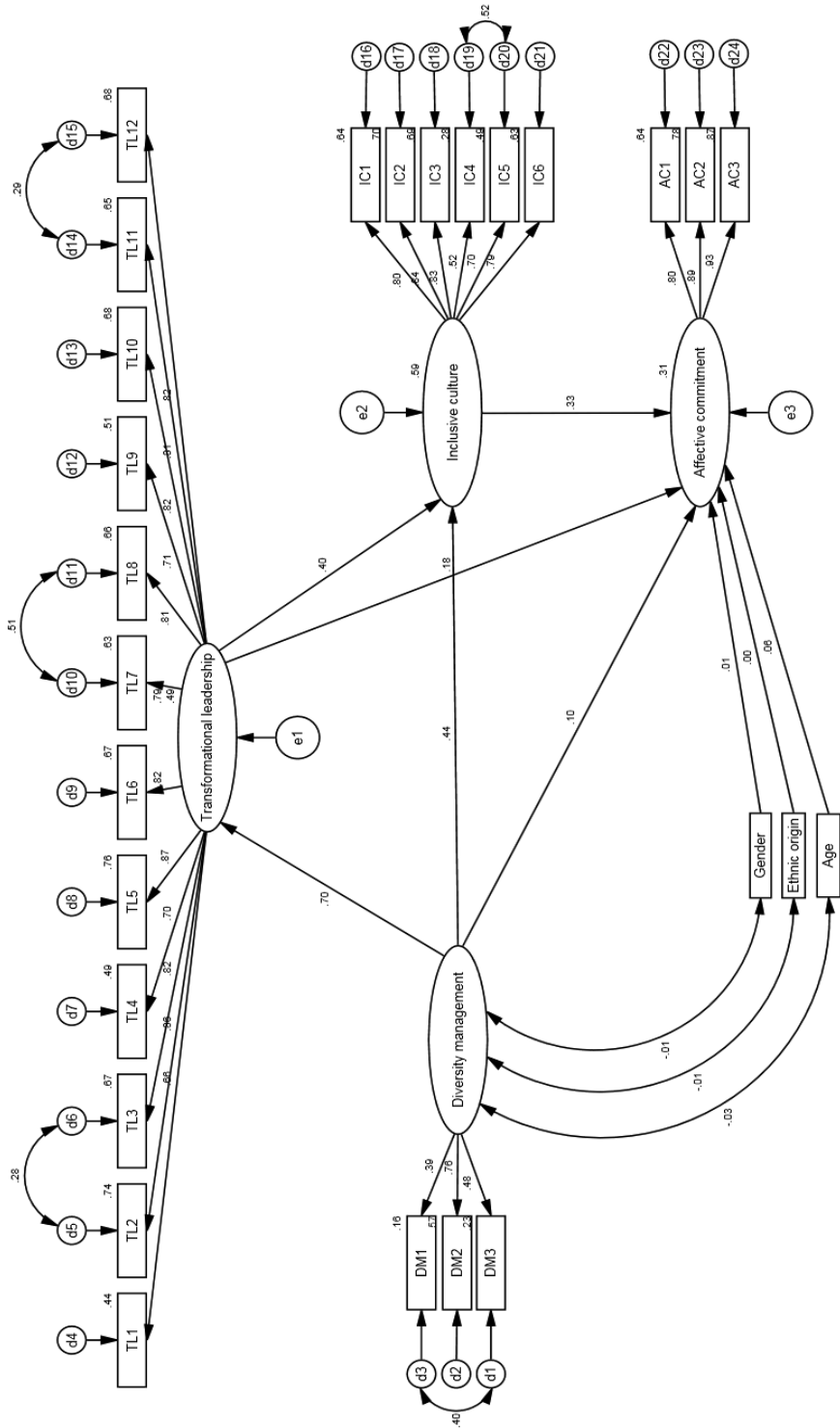


Appendices

Appendix AI: Overview of the data collection
Table AI: Overview of data collection and level of analysis

Study	Data collection by/commissioned by	Method and data analysis	Year	Perspective	Coverage
Study 1	Author in collaboration with Ministry of Interior and Kingdom Relation (BZK)	Online employee survey Structural equation modelling and multiple group analyses (AMOS)	2013	Employee (N = 664)	Dutch central government organizations
Study 2	Ministry of Interior and Kingdom Relation (BZK)	Online employee survey Structural equation modelling (AMOS)	2011	Employee (N = 10,976)	Dutch public sector organizations covering all subsectors
Study 3	Research project work teams in public sector (Groeneveld & Kuipers, 2014)	Online team and team leader survey Structural equation modelling and multiple group analyses (STATA)	2016	Team leaders and teams (N = 128)	Various Dutch government organizations
Study 4 & 5	Author	Online team and team leader survey Structural equation modelling (STATA)	2016	Team members (N = 304) Teams (N = 45)	Two Dutch ministries and two municipalities

Appendix A3: Full SEM model chapter 3



Appendix A4: CFA's chapter four

Transformational leadership. A first CFA was conducted for transformational leadership. This resulted in the following fit: $\chi^2= 29.243$, df . 9, p .001, χ^2/df . 3.249, NFI= .95, TLI = .94, CFI = .96, RMSEA =.133. Following the modification indices the model was adjusted stepwise beginning with the highest MI. The correlations indicate that those items have a common unexplained variance. These correlations may be due to inadequately worded survey questions, or respondents' inability to answer questions, or provide the correct answer to questions (Byrne, 2010). However, since it only concerns correlations between items measuring the same construct it seems justified these would be correlated.¹² The adjusted model has a reasonable fit: $\chi^2 = 17.134$, df . 8, p .029, χ^2/df . 2.142, NFI= .97, TLI = .97, CFI = .98, RMSEA =.095.

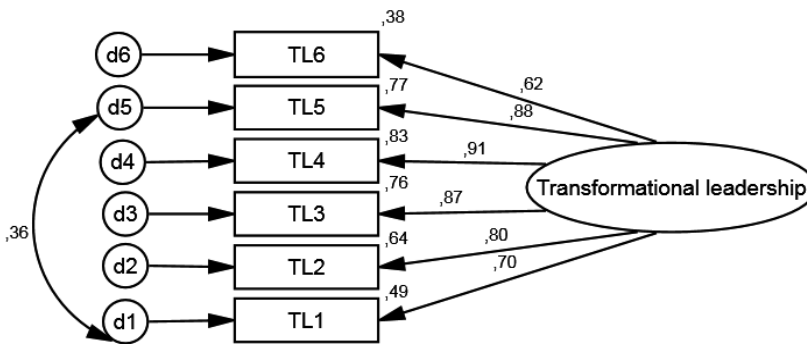


Figure 4.3: CFA Transformational leadership

¹² An EFA showed that each separate construct resulted in one factor solution and each with a Cronbach's $\alpha > .90$ suggesting a good measurement construct despite correlations between unexplained variances of items of the same construct.

Team cohesion. A second CFA was conducted for team cohesion which resulted in the following fit: $\chi^2 = 53.183$, *df* 9, *p* .000, χ^2/df 5.909, NFI= .92, TLI = .88, CFI = .93, RMSEA =.197 indicating a poor fit. As before, a correlation was added between the unexplained variances of items TC5 and TC6 to enhance the model's fit; this resulted in a good fit. CMIN = 7.699, *df* 8, *p* .463, CMIN/*df* .962, NFI= .99, TLI = 1, CFI = 1, RMSEA =.000.

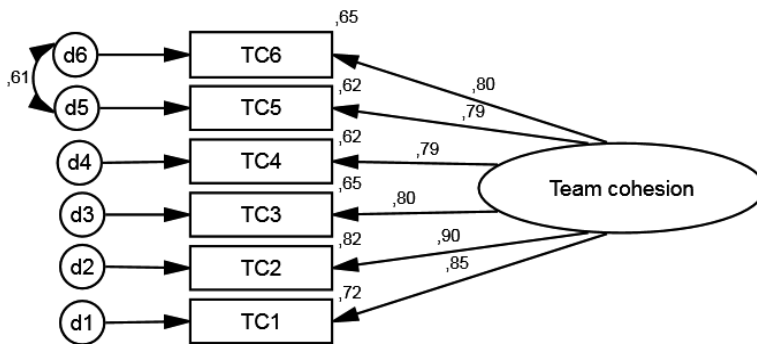


Figure 4.4: CFA Team cohesion

Information elaboration. The CFA for information elaboration resulted in a $\chi^2 = 111.608$, *df* 14, *p* .000, χ^2/df 7.972, NFI= .83, TLI = .76, CFI = .85, RMSEA =.234 indicating a poor fit. Again following the modification indices the model was adjusted stepwise beginning with the highest MI and adding correlations between unexplained variance of the factor items. A first correlation was added to the unexplained variance of items IE1 and IE3, both of these items cover sharing information between team members. With $\chi^2 = 67.976$, *df* 13, *p* .000, χ^2/df 5.229, NFI= .90, TLI = .86, CFI = .92, RMSEA =.182 the model improved somewhat but not satisfactory. An additional correlation was added between the unexplained variances of items IE3 and IE4 resulting in $\chi^2 = 43.079$, *df* 12, *p* .000, χ^2/df 3.590, NFI= .94, TLI = .92, CFI = .95, RMSEA =.143. Still not a very good fit, but satisfactory based on NFI, TLI and CFI reaching a cut-off point of at least .90 (Byrne, 2010; Hu & Bentler, 1999).

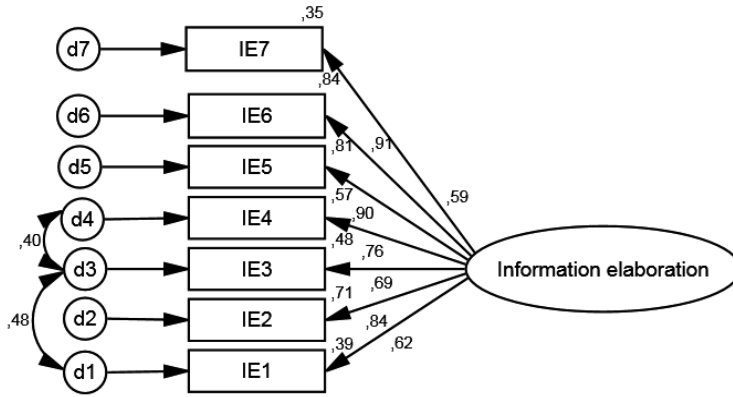


Figure 4.5: CFA Information elaboration

Team engagement. A final CFA on team engagement resulted in a $\chi^2 = 90.544$, *df.* 9, *p* .000, $\chi^2/df.$ 10.060, NFI= .93, TLI = .90, CFI = .94, RMSEA =.267 which should be improved. A correlation was added between the unexplained variances of items TE5 and TE6 leading to $\chi^2 = 54.943$, *df.* 8, *p* .000, $\chi^2/df.$ 6.868, NFI= .96, TLI = .93, CFI = .96, RMSEA =.215. A second correlation was added between the unexplained variances of items TE4 and TE6 resulting in a $\chi^2 = 33.459$, *df.* 7, *p* .000, $\chi^2/df.$ 4.780, NFI= .98, TLI = .96, CFI = .98, RMSEA =.173. Based on the NFI, TLI and CFI the model had a reasonable fit.

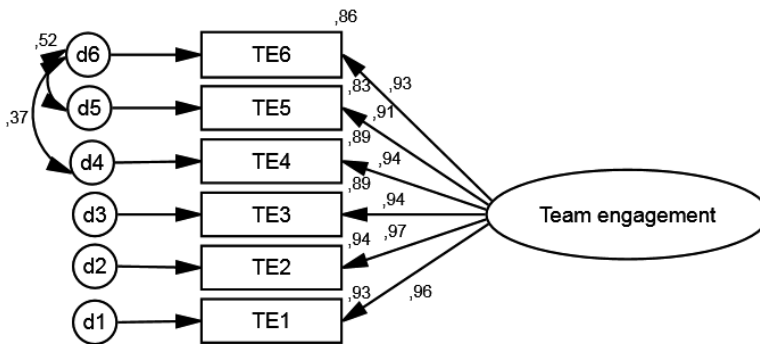


Figure 4.6: CFA Team engagement

Appendix A5.I: Two factor model inclusive leadership

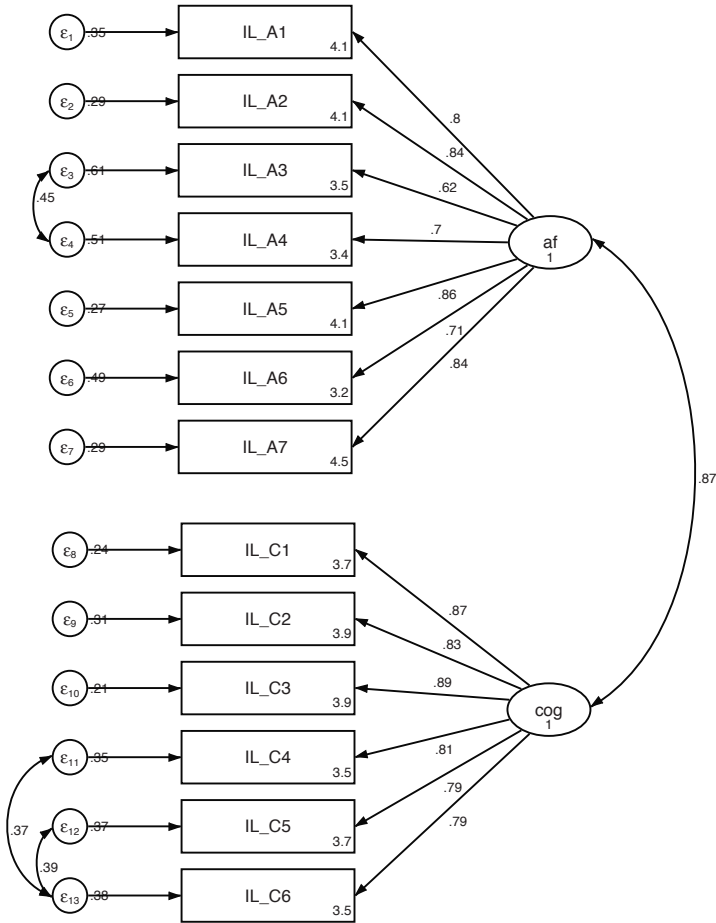


Figure 5.1: Two-factor model for inclusive leadership involving affective and cognitive leadership behaviours. Model fit: $\chi^2(61) = 197.659$, $p = .000$, RMSEA = .095, CFI = .949, TLI = .935, SRMR = .042, CD = .984.

Appendix A5.2: List of items

Inclusive leadership

"My supervisor"

1. encourages me to discuss diverse viewpoints and perspectives to problem solving with colleagues
 2. makes sure I have the opportunity to express diverse viewpoints
 3. stimulates me to exchange different ideas with colleagues
 4. encourages me to use colleagues' diverse ethnic-cultural backgrounds for problem-solving
 5. makes sure that I use colleagues' diverse ethnic-cultural backgrounds as a source for creativity and innovation
 6. stimulates me to learn from colleagues' ethnic-cultural backgrounds
 7. stimulates me to actively participate in the team
 8. makes sure I am treated as an equal member of the team
 9. tries to prevent me to think in negative stereotypes about other colleagues
 10. tries to prevent employees to form groups that could exclude other colleagues
 11. makes sure I have the opportunity to be myself in the team
 12. communicates the benefits of ethnic-cultural diversity for the team to employees
 13. makes sure I have the opportunity to have a voice in the team
-

Transformational leadership

1. My supervisor considers my needs over her or his own needs.
 2. I trust my supervisor.
 3. My supervisor is consistent in displaying norms and values.
 4. My supervisor emphasizes collective goals.
 5. My supervisor ensures the development of collegiality in the team.
 6. My supervisor motivates through providing meaning to our work.
 7. My supervisor stimulates us to be innovative and creative.
 8. My supervisor emphasizes using different viewpoints when solving problems.
 9. My supervisor suggests new perspectives and ways of working.
 10. My supervisor recognizes individual differences in needs and desires.
 11. My supervisor helps employees to develop their competencies.
 12. My supervisor pays attention to individuals' growth by acting as a mentor.
-

Leader inclusiveness

1. My supervisor encourages all employees to take initiative.
 2. My supervisor asks for input of all employees.
 3. My supervisor equally values the opinion of all employees.
-

List of items (*continued*)

Inclusive climate

Equal employment practices (EEP)

1. The performance review process is fair in my team.
2. My team invests in the development of all its team members.
3. Team members in my team receive equal pay for equal work.
4. In my team there is a safe environment for team members to voice grievances.

Integration of differences (Integr)

5. My team has a safe environment in which team members can be their true selves
6. My team appreciates the work-life balance team members.
7. In my team, team members are valued for who they are as people, not just for the job they fill.
8. In my team, team members share and learn about one another as people.
9. My team has a culture in which differences of team members are appreciated.

Inclusion in decision-making (InclD)

10. In my team, team members' input is actively sought.
 11. In my team, all team members' ideas for how to do things better are given serious consideration.
 12. In my team, team members' insights are used to rethink work practices.
 13. Top management exercises the belief that problem-solving is improved when input from different roles, ranks, and functions are considered.
-

Appendix A5.3: Three factor model including inclusive leadership and transformational leadership

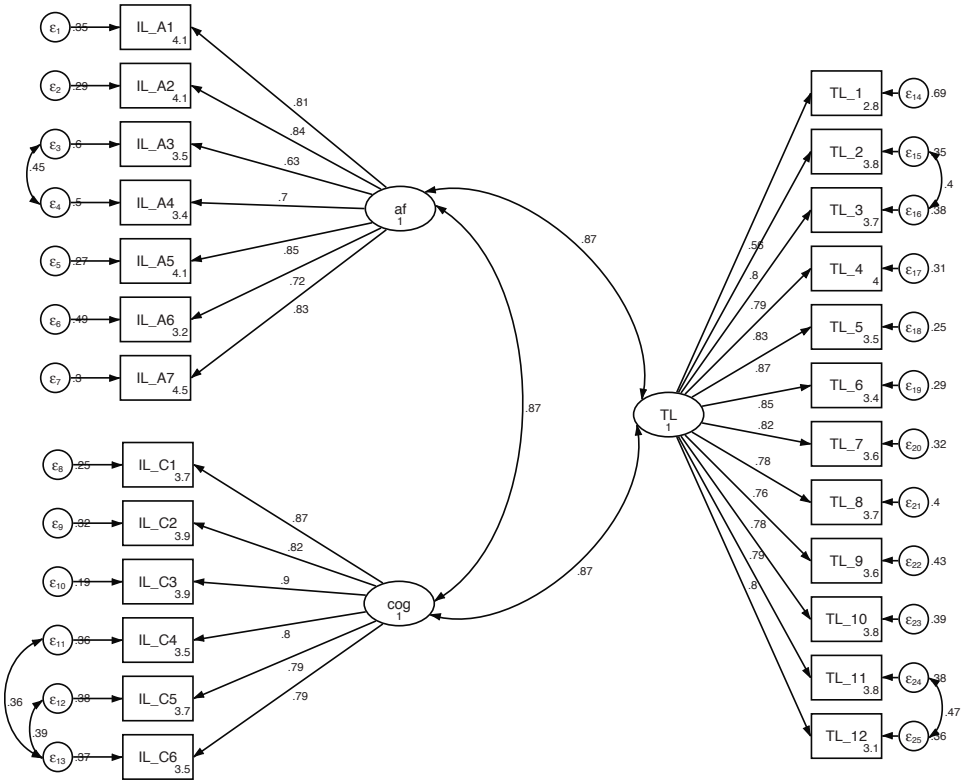


Figure 5.2: Three-factor model with two dimensions of inclusive leadership plus transformational leadership. Model fit: $\chi^2(267) = 681.716$, $p = .000$, RMSEA = .079, CFI = .926, TLI = .917, SRMR = .041, CD = .997.

Appendix A5.4: Three factor model inclusive leadership and leader inclusiveness

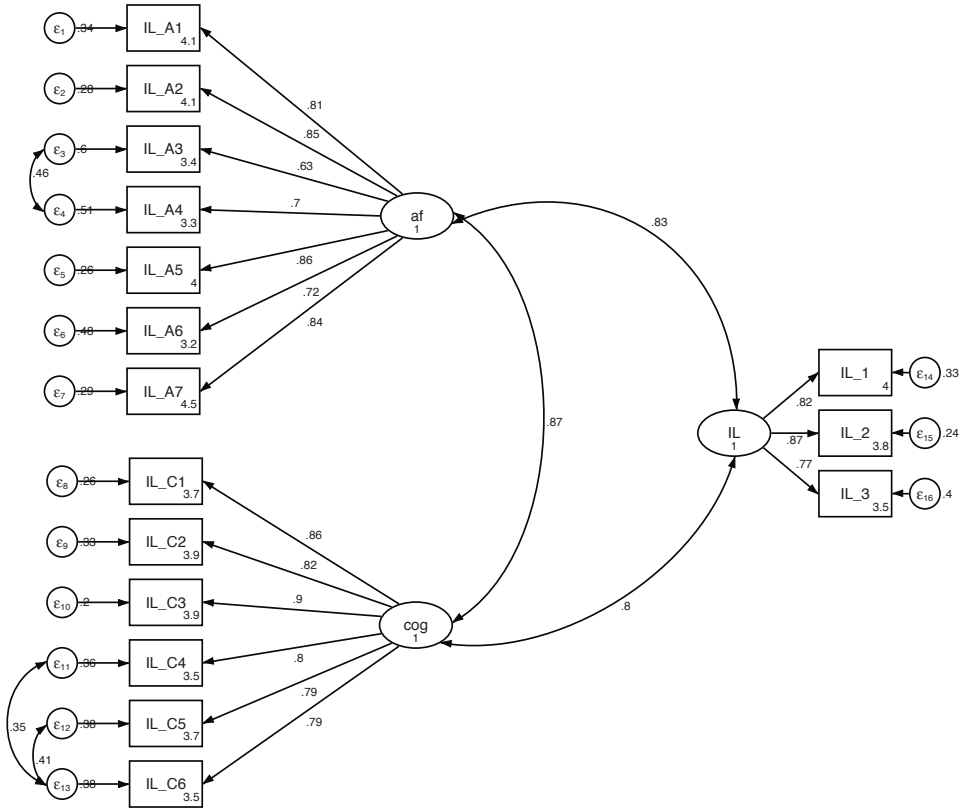


Figure 5.3: Three-factor model including the two developed leadership dimensions plus leader inclusiveness (IL) measured according to Nembhard and Edmondson (2006). Model fit: $\chi^2_{(98)} = 288.062$, $p = .000$, RMSEA = .091, CFI = .939, TLI = .925, SRMR = .045, CD = .995.

Appendix A5.5: Two factor inclusive leadership related to inclusive climate

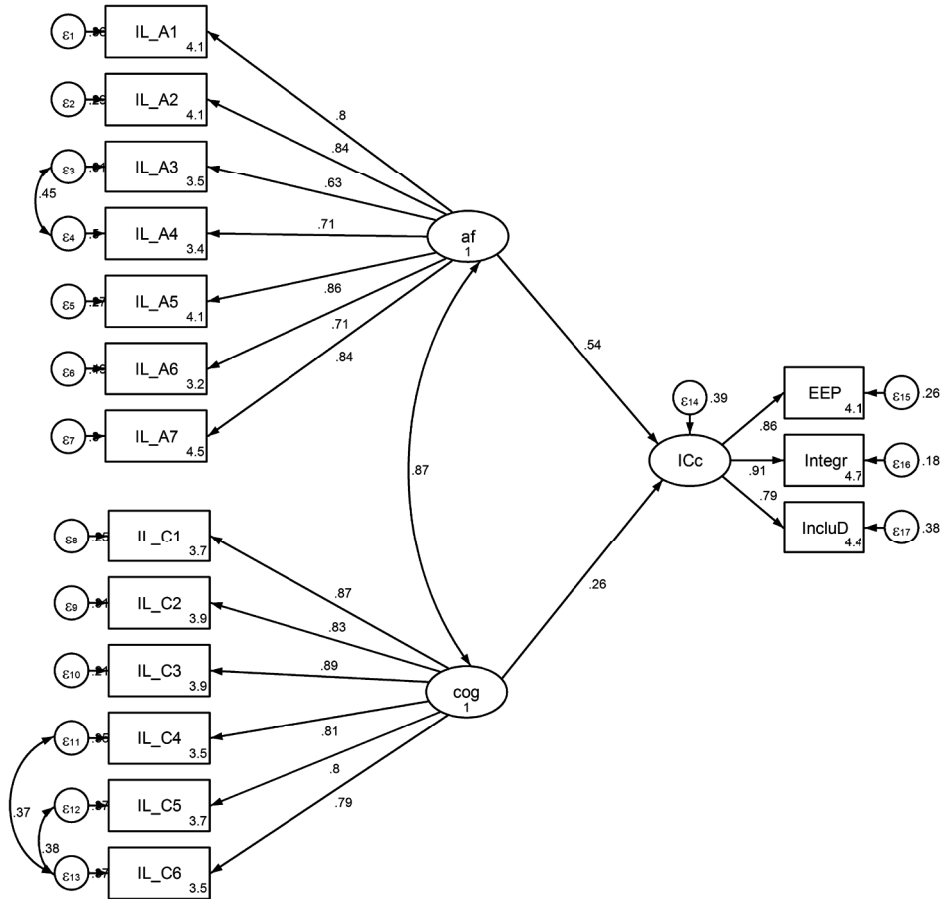


Figure 5.4: Note. Two-factor model including inclusive leadership and inclusive climate (ICc). (EEP = Equal Employment Practices; Integr = Integration of differences; IncluD = Inclusion in decision-making; Nishii, 2013). Model fit: $\chi^2_{(98)} = 260.48$, $p = .000$, RMSEA = .082, CFI = .951, TLI = .940, SRMR = .039, CD = .985.

Appendix A6.I: CFA inclusive climate

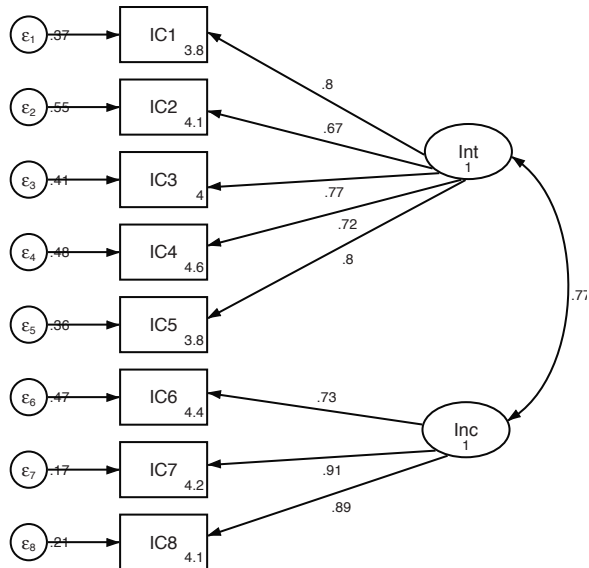


Figure 6.4: CFA for Inclusive climate: Integration of differences (Int) and Inclusion in decision-making (Inc), with clustered robust standard errors.

Table 6.6: Model statistics CFA inclusive climate

Model Statistics	1 factor model	2 factor model
Standardized root mean squared residual	.064	.044
Coefficient of determination	.912	.978
Akaike's information criterion	4652.863	4523.527
Bayesian information criterion	4738.776	4613.02

Appendix A6.2: CFA Inclusive leadership

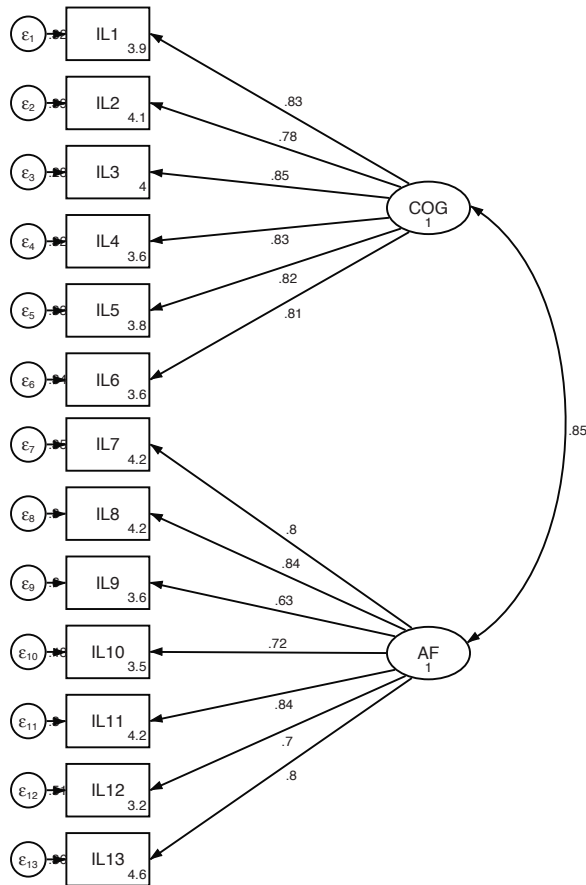


Figure 6.5: CFA for Inclusive leadership: COG refers to managing cognitive processes and AF refers to managing affective processes, with clustered robust standard errors. Standardized estimates.

Table 6.7: Model statistics CFA inclusive leadership

Model Statistics	1 factor model	2 factor model
Standardized root mean squared residual	.059	.048
Coefficient of determination	.949	.984
Akaike's information criterion	7860.783	7704.09
Bayesian information criterion	8002.817	7849.766

