



Universiteit
Leiden
The Netherlands

Leadership behaviour repertoires in public organizations

Hoek, M.A. van der

Citation

Hoek, M. A. van der. (2023, March 9). *Leadership behaviour repertoires in public organizations*. Retrieved from <https://hdl.handle.net/1887/3570468>

Version: Publisher's Version

License: [Licence agreement concerning inclusion of doctoral thesis in the Institutional Repository of the University of Leiden](#)

Downloaded from: <https://hdl.handle.net/1887/3570468>

Note: To cite this publication please use the final published version (if applicable).

Leadership behaviour repertoires in public organizations

Marieke van der Hoek

© 2023 **Marieke van der Hoek**

ISBN: 9789463617741

Cover and layout: Wiebke Keck (persoonlijkproefschrift.nl)

Printing: Optima Grafische Communicatie

Leadership behaviour repertoires in public organizations

Proefschrift

ter verkrijging van
de graad van Doctor aan de Universiteit Leiden,
op gezag van Rector Magnificus prof.dr.ir. H. Bijl,
volgens besluit van het College voor Promoties
te verdedigen op donderdag 9 maart 2023
klokke 16.15 uur

door

Maria Ada van der Hoek

geboren te Rotterdam
in 1992

Promotor

Prof.dr. S.M. Groeneveld (Universiteit Leiden)

Co-promotors

Dr. M. Beerkens (Universiteit Leiden)

Dr. B.S. Kuipers (Universiteit Leiden)

Doctorate committee

Prof.dr. L. Bøgh Andersen (Aarhus Universitet)

Prof.dr. C.H.J.M. Braun (Universiteit Leiden)

Prof.mr.dr. E.R. Muller (Universiteit Leiden)

Prof.dr. J.I. Stoker (Rijksuniversiteit Groningen)

Prof.dr. R. Vogel (Universität Hamburg)

Table of contents

Acknowledgements	9
Chapter 1 Introduction	13
1.1 Leadership in public organizations: Manoeuvring in a challenging context	13
1.2 Literature: Knowledge and gaps	16
1.3 Research aims and questions	20
1.4 Methodology	21
1.5 Relevance	24
1.6 Outline dissertation	26
Chapter 2 Leadership behaviour repertoire: An exploratory study of the concept and its potential for understanding leadership in public organizations	31
2.1 Introduction	32
2.2 The leadership behaviour repertoire: A conceptual framework	36
2.3 Research setting	39
2.4 Methods	40
2.5 Leadership behaviour repertoire uses: Empirical illustrations	46
2.6 Towards a research agenda	51
2.7 Conclusion	56
Chapter 3 Matching leadership to circumstances? A vignette study of leadership behaviour adaptation in an ambiguous context	59
3.1 Introduction	60
3.2 Theoretical framework	61
3.3 Research design	67
3.4 Results	76
3.5 Discussion	84
3.6 Conclusion	89

Chapter 4	Who are leading? A survey of the role of organizational context in explaining leadership behaviour of managers and non-managerial employees in public organizations	93
4.1	Introduction	94
4.2	Theoretical framework	96
4.3	Research design	103
4.4	Results	107
4.5	Discussion	115
4.6	Conclusion	120
Chapter 5	Joining in with leadership? A survey of leadership behaviour and identity of non-managerial employees in public organizations	123
5.1	Introduction	124
5.2	Theoretical framework	126
5.3	Research design	131
5.4	Results	136
5.5	Discussion	139
5.6	Conclusion	144
Chapter 6	Conclusions and discussion	147
6.1	A study of leadership behaviour repertoires in public organizations	147
6.2	Conclusions	148
6.3	Discussion	151
6.4	Limitations	158
6.5	Final thoughts	161
References		163
Appendices		177
A.	Interview topic list	177
B.	Operationalization: Dependent variable vignettes	179
C.	Operationalization: Survey measures	182
D.	Operationalization: Survey measures	184
Dutch summary		187
About the author		195



Acknowledgements

These last words to write are the most personal. I have experienced the past six years as the biggest challenge thus far, and I am delighted with the result in front of you. I could not have accomplished this without the help and support of my colleagues, friends, and family: I feel grateful for your company along the way.

First I would like to thank my supervisors, who have guided and encouraged me in my academic development. Sandra, you invited me into the world of academic research and have stimulated me to pursue my interests throughout my research projects. I have benefited enormously from the advice and opportunities you have given me. I am grateful for how you have supported me during the bright and tough times: your personal attention and commitment mean a lot to me. Thank you for your inspiration and kindness. Maarja, I have enjoyed and benefited from your perspective and attitude – regarding my research and teaching as well as organizational life. With your complementary expertise and pragmatic approach, you have kept me sharp and stimulated me to not worry before it's necessary. Thank you for challenging me and helping me find solutions. Ben, since you joined my supervising team halfway through my project, you have been a great support to keep me going. Our unstructured brainstorming and thinking-out-loud conversations have helped me to just talk about some ideas before I had thought it all through. Discussing my concerns and considerations with you have helped me to make decisions and stick with them – thank you.

This dissertation would not have been possible without participants in my research projects. I would like to thank all interview participants for sharing their stories with me. Also thanks to the survey participants of Flitspanel and Catharina Kolar of InternetSpiegel for your help in the survey process.

I am happy to have been surrounded by a group of bright, helpful, and fun colleagues at the Institute of Public Administration. I have enjoyed our many conversations – serious and informal, during seminars, lunch breaks, or at the Plein – and could always count on your help and advice. In particular, I want to mention Tanachia, Petra, Joris, Fia, Lynn, Carola, Dovilè, Johan, Valérie, Kees, Lara, Moniek, Emily, Hugo, Samir, Johan Jan, Natascha, Stefanie, Chantal, Oke – and many others.

Special thanks to a group of former PhD colleagues – the ‘oude garde’ – who became friends: Machiel, Daniëlle, Mark, Linda, Jeroen, Wout. I look back at our drinks, dinners, and other social gatherings with great joy. Also special thanks to Nadine, for our long, constructive, philosophical, and personal talks. In person, but definitely also when we could only meet in Teams.

I want to thank my former officemates and paranympths separately. Bernard, thank you for your patience – you had to endure my temper the most. I feel lucky to have had you as a colleague, friend, and now paranympth by my side. Eduard, thank you for sharing your enthusiasm and bad jokes. Your positive attitude and hospitality are admirable, many highlights of the past years happened thanks to you. Annelieke, thank you for keeping me in some kind of rhythm throughout a couple of tough years. Our daily talks about work, but also about personal issues and our theatre visits, have meant a lot to me.

Also outside of work I could rely on the support of people who showed me the power of friendship – I want to thank you. Merlijn, for your dedication and honesty as a friend. I can always trust that you are genuine in both your happiness for me and your words of advice. Manou, I could not have found a better friend at a better time. I really appreciate that I can discuss anything with you and that we have so many common interests. Troca schatjes and JC Croquant, for all fun get-togethers to distract me from my PhD. Linda and Aukje, for our walks, conversations, and your inspiring societal engagement. Ilse and Veerle, for being there for me and sharing a home.

Lastly, I wish to express my gratitude to my family. You were, are, and always will be there for me (also when you are not admitted into a building). Rob and Willem Jaap, and Lotte as well, even though we are very different and we do not always agree, I enjoy the sense of humour we share as siblings. Thank you for reminding me of other ways of thinking and doing things. Pap and mam, you support me in my choices and have taken care of me in the best way anyone could imagine. Thank you for giving me a home, anytime. I hope I can follow your example of being so generous and loving, and of enjoying life.

Marieke van der Hoek
Den Haag, January 2023