

Online Appendix 1 – Scales

In this Appendix we show the scales used in the survey and the experiment.

Scales used in the survey

Vitality (based on Kark & Carmeli, 2009)

Answer categories: never, sometimes, often, always

- I am most vital when I am at work
- I am full of positive energy when I am at work
- My organization makes me feel good
- When I am at work, I feel a sense of physical strength
- When I am at work, I feel mentally strong

Leader's task communication (based on Penley and Hawkins, 1985)

Answer categories: Fully disagree, disagree, neutral, agree, fully agree

- My supervisor clearly explains policy changes
- My supervisor lets us know about changes which are coming up
- My supervisor lets me know what work needs to be done
- My supervisor discusses with me how to handle problems in my work

Job autonomy (based on Eisenberger and Rhoades, 2001)

Answer categories: Fully disagree, disagree, neutral, agree, fully agree

- I have the freedom to adopt my own approach to the job
- My job allows me opportunity for independent thought and action
- I have control over how I do my work

- I have control over how quickly or slowly I work
- I have control over the quality of my work

Scales used in the experiment

Vitality (based on Kark & Carmeli, 2009)

Answer categories: fully disagree, disagree, neutral, agree, fully agree

- I was feeling vital when executing my task
- I was full of positive energy during executing my task
- I would feel good in an organization that works in this way
- When I was executing this task, I felt psychically strong
- When I was executing this task, I felt mentally strong

Leader's task communication (based on Penley and Hawkins, 1985)

Answer categories: Fully disagree, disagree, neutral, agree, fully agree

- My supervisor clearly explained the policy changes
- My supervisor let me know about changes which were coming up
- My supervisor let me know what task needed to be done
- I would be able to discuss how to handle problems in my task with my supervisor

Job autonomy (based on Eisenberger and Rhoades, 2001)

Answer categories: Fully disagree, disagree, neutral, agree, fully agree

- I had the freedom to adopt my own approach when performing my task
- I had the opportunity for independent decisions during executing my task
- I had control over how I performed my task

- I had control over how quickly or slowly I worked
- I had control over the quality of my work

Online Appendix 2 – Conditions experimental study

In this Appendix we show the conditions for the experimental study.

[Condition: High leader's task communication / high autonomy]

**Please imagine that you are a policy advisor at Medical Center Midland.
You receive the following email from your direct supervisor.**



Dear employee,

Medical Centre Midland

As you know, elderly care is currently one of the most important societal themes where - in the very near future - there will be a number of significant challenges. The fact that the population is aging means that in four years' time we will not have enough health care providers as compared to the number of health care recipients. **Now I would like to ask you to think about these problems and send me your ideas on how to cope with them.**

Additional information regarding policy changes

It is expected that in the near future, an increase of 4% care of recipients (elderly) will face an increase of only 1.4% of caregivers. This does not only affects our hospital 'Medical Center Midland', but it also affects the family situations of the care recipients. In the new situation, these families need to organize more care themselves. Oftentimes, the family of the care recipients is busy with their own work and family life. It is now being considered to change the policies regarding providing informal care (caregivers such as family, but also volunteers and neighbors). When more informal care is regulated and this is well matched with the formal care (hospitals, doctors, physiotherapists), we can fill a gap for patients who can apply for less care given their limited financial resources.

The last times I asked you for help, your ideas helped me a lot. That's why I am again interested in your insights. **Let your thoughts run free.** I am sure that there will be lots of useful insights. **You can decide yourself what you think is important for me to know.** And, as you know, my door is always open to you. So if you experience any problems you know where to find me!

Good luck. I am sure it will work out. I have confidence in it!

Best wishes,

Pieter de Waerd, Director
E:pieterdewaerd@mcmidland.nl
T: 048-564 87 98 / 06-22 24 87 56
Medical Centre Midland
Achterwaardse Nietlaan 5,
2956 AG FlevoVeld

You can write your ideas below.

[Condition: High leader's task communication / low autonomy]

**Please imagine that you are a policy adviser at Medical Center Midland.
You receive the following email from your direct supervisor.**



Dear employee,

Medical Centre Midland

As you know, elderly care is currently one of the most important societal themes where - in the very near future - there will be a number of significant challenges. The fact that the population is aging means that in four years' time we will not have enough health care providers as compared to the number of health care recipients. I am going to a medical conference, where I need to give a lecture on elderly care and how we organize care around the increasing number of elderly. **I want you to write a report about this that I can use at the conference.**

Additional information regarding policy changes

It is expected that in the near future, an increase of 4% care of recipients (elderly) will face an increase of only 1.4% of caregivers. This does not only affects our hospital 'Medical Center Midland', but it also affects the family situations of the care recipients. In the new situation, these families need to organize more care themselves. Oftentimes, the family of the care recipients is busy with their own work and family life. It is now being considered to change the policies regarding providing informal care (caregivers such as family, but also volunteers and neighbors). When more informal care is regulated and this is well matched with the formal care (hospitals, doctors, physiotherapists), we can fill a gap for patients who can apply for less care given their limited financial resources.

What do you have to insert in the report for me:

- Use care from family, friends and acquaintances more often. To this end, I have created a website where people can find each other. They can create a profile and self-organize care.
- Create a clear structure; introduction, main sections and conclusion.
- Incorporate the idea of the internet site into that structure, and explain it briefly but clearly.
- Think of an inspiring name for this concept.

As usual, I expect excellent work from you. Therefore, you must write a high quality report that I can use directly for the lecture at the conference. **I want you to follow these instructions, because the reputation of Medical Center Midland is at stake. In addition, I am sure that the website is a good idea. Therefore, you should continue working on this, in line with my guidelines.** When you are finished, you must then send the report to me. I want to receive the report at the end of the day. In this way, we can make adjustments as quickly as possible.

Best,

Pieter de Waerd, Director
E:pieterdewaerd@mcmidland.nl
T: 048-564 87 98 / 06-22 24 87 56
Medical Centre Midland
Achterwaardse Nietlaan 5,
2956 AG FlevoVeld

You have to write the report below.

A large, empty rectangular box with a thin black border, intended for writing a report. The box occupies most of the page below the instruction.

[Condition: Low leader's task communication / high autonomy]

**Please imagine that you are a policy advisor at Medical Center Midland.
You receive the following email from your direct supervisor.**

Dear employee,

Medical Centre Midland



As you know, elderly care is currently one of the most important societal themes where - in the very near future - there will be a number of significant challenges. The fact that the population is aging means that in four years' time we will not have enough health care providers as compared to the number of health care recipients. **Now I would like to ask you to think about these problems and send me your ideas on how to cope with them.**

The last times I asked you for help, your ideas helped me a lot. That's why I am again interested in your insights. **Let your thoughts run free.** I am sure that there will lots of useful insights. **You can decide yourself what you think is important for me to know.** And, as you know, my door is always open to you. So if you experience any problems you know where to find me!

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[Condition: Low leader's task communication / low autonomy]

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