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APPENDIX A: MEASUREMENT INSTRUMENTS

Unless noted otherwise, scales were rate on a scale from 1 (*strongly disagree*) to 5 (*strongly agree*). Items marked with '*' were excluded because they impaired scale reliability.

Chapter 2

Career Mentoring (Rated by Employees)

My supervisor...

- ... gives me assignments that present opportunities to learn new skills.
- ... provides me with challenging assignments.
- ... creates opportunities for me to impress important people in the organization
- ... helps me to finish tasks in time that otherwise would have been difficult to complete.
- ... uses his/her influence in the organization for my benefit.
- ... brings my accomplishments to the attention of important people in the organization.

Psycho-Social Mentoring (Rated by Employees)

My supervisor...

- ... has demonstrated good listening skills in our conversations.
- ... has encouraged me to prepare for advancements.
- ... has encouraged me to talk openly about anxieties and fears that detract from my work
- ... has conveyed empathy for the concerns and feelings that I have discussed with him/her.
- ... has conveyed feelings of respect for me as an individual.
- ... has encouraged me to try new ways of behaving in my job.

Career Motivation (Rated by Employees)

- I have clear career goals.
- I know my strength (what I can do well).

- I am aware of my weaknesses (the things I am not good at).
- I am able to adapt to changing working conditions.
- I can adequately handle work problems that come my way.
- Given the problems I encounter in my professional career I sometimes wonder if it is worth it. (reversed coded)*
- I am very involved in my job.
- My career is important to who I am.
- This professional career has a great deal of personal meaning to me.
- I have created a plan for my development in this line of work/career field.

Job Satisfaction (Rated by Employees)

- All in all I am satisfied with my job.
- In general, I don't like my job. (reversed coded)
- In general, I like working here.

Intentions to Stay (Rated by Employees)

- I have made plans to leave this organization if it cannot offer me a rewarding career. (reversed coded)
- I have made plans to leave this organization once I have the skills and experience to move on. (reversed coded)
- I will probably stay with this organization after my apprenticeship.

Promotability (Rated by Supervisors)

- This employee has the ability to work in a higher position.
- This employee demonstrates the ambition to work in a higher position.

Chapter 3

Task Interdependence (Rated by Employees)

- Team colleagues have to work together to get team tasks done.
- Whether I can do my job depends on whether others do their job.*

Cultural Intelligence (Rated by Supervisors)

- I consciously apply my cultural knowledge when interacting with people with different cultural backgrounds.
- I am sure I can deal with the stress of working with people from a culture that is new to me.
- I alter my facial expression when a cross-cultural interaction requires it.
- I am confident I can get along well with locals in a culture that is unfamiliar with me.
- I enjoy living in cultures that are unfamiliar to me.
- I adjust my cultural knowledge when interacting with people from a culture that is unfamiliar with me.
- I change my body language when a cross-cultural situation requires it.
- I consciously apply my cultural knowledge in situations when people from different countries work together.
- I check the accuracy of my cultural knowledge as I interact with people from different cultures.
- I change my verbal behavior (e.g., accent, tone) when a cross-cultural interaction requires it.
- I enjoy interacting with people from different cultures.

Diversity Climate (Rated by Employees)

- I feel I have been treated differently here because of my skin color, sex, religion, or age.
(reversed coded)*

- Managers here are known for hiring and promoting employees regardless of the skin color, sex, religion, or age of the employees.
- Managers here give feedback and evaluate employees fairly, regardless of which cultural background, sex, religion, or age the employee has.
- Managers here make layoff decisions fairly, regardless of which skin color, sex, age, or social background the employee has.
- Managers here give assignments based on the skills and abilities of employees.

Team Performance (Rated by Supervisors' Manager)

Scale was rated on a scale from 1 (*far below average*) to 5 (*far above average*).

- Compared to teams performing a similar task, how would you rate this team's ...
 - ... overall performance?
 - ... quality of work?

Chapter 4

Cynicism about Organizational Change (Rated by Employees and Supervisors)

- Most of the programs that are supposed to solve problems around here will not do much good.
- Attempts to make things better around here will not produce good results.
- Plans for future improvement will not amount to much.
- The people responsible for solving problems around here do not try hard enough to solve them.
- The people responsible for making things better around here do not take their tasks seriously enough.
- The people responsible for making improvements do not know enough about what they are doing.
- Suggestions on how to solve problems will not produce much real change. (only used in supervisor survey)

Contingent Reward Leadership (Rated by Employees)

My supervisor...

- ... always praises me, when I perform well.
- ... commends me when I do a better than average job.
- ... personally compliments me when I do outstanding work.
- ... frequently does not acknowledge my good performance. (reversed coded)*

APPENDIX B: INFORMATION MATERIALS USED TO INFORM AND INSTRUCT PARTICIPANTS

Employees are the key to success!



In companies in the service sector, such as [name of organization], employees greatly contribute to success.
Which are the crucial factors that enable each employee to contribute with his or her unique skills?



Well-qualified and experienced employees have the skills that are needed to provide the services.
Which are the crucial factors that encourage employees to stay at [name of company]?



Many tasks can only be accomplished when everybody contributes.
Which are the crucial factors for successful cooperation in teams?

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Developing and retaining employees and cooperating successfully

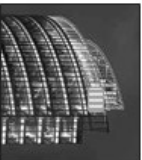
We seek to find answers to the following questions:

1. How can employees with different backgrounds cooperate successfully, and how can their potential be enabled?
2. How can identification be enhanced?

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Developing and retaining employees and cooperating successfully

Many factors play an important role in this regard. We would like to explore 3 factors in greater detail.



What is the role of [name of organization]?



What is the role of the supervisor?



What is the role of the team?

Only with your opinions, we can understand the situation.

Doris Rosenberg und Christine Hoeslmeier

4

How do you perceive your work at [name of company]?

We developed a questionnaire for you. This questionnaire addresses several topics.



How do you think about yourself?



How do you think about your team?



How do you think about your supervisor?



How do you think about [name of company]?

How can you participate? You can complete the questionnaire now. (Duration about 40 minutes)



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A detailed understanding of your situation is important to us!

- Take concrete steps to improve your situation!
- To this end, we need to explore general relationships:

<p>I Employees</p> <p>Your perceptions about the organization influence your behaviors</p> <ul style="list-style-type: none"> • General attitudes • Attitudes towards work at [name of company] • Perceptions about supervisor behaviors • Demographic information • Subjective measures of success 	<p>II Supervisors</p> <p>Your supervisor has a different perspective, which enables him/her to form overarching evaluations</p> <ul style="list-style-type: none"> • Self-ratings • Individual ratings about employees 	<p>III Objective Data</p> <p>Relationships with objective data show the influence on outcomes</p> <ul style="list-style-type: none"> • Ratings about the team • Turnover rate
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5

What does the questionnaire look like?

- The questionnaire is available in German, Turkish, and English.
- You can answer most question by checking a response option

☑

Bitte kreuzen Sie die richtige Antwort an.	1	2	3	4	5
1. Wie zufrieden sind Sie mit der Zusammenarbeit in Ihrem Team?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Wie zufrieden sind Sie mit der Zusammenarbeit mit Ihrer Vorgesetzten Person?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Wie zufrieden sind Sie mit der Zusammenarbeit mit anderen Abteilungen?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Wie zufrieden sind Sie mit der Zusammenarbeit mit anderen Unternehmen?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Wie zufrieden sind Sie mit der Zusammenarbeit mit anderen Vorgesetzten?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Wie zufrieden sind Sie mit der Zusammenarbeit mit anderen Mitarbeitern?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Wie zufrieden sind Sie mit der Zusammenarbeit mit anderen Führungskräften?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Wie zufrieden sind Sie mit der Zusammenarbeit mit anderen Kunden?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Wie zufrieden sind Sie mit der Zusammenarbeit mit anderen Lieferanten?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Wie zufrieden sind Sie mit der Zusammenarbeit mit anderen Partnern?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Example

Wenn ich über mein Team spreche, sage ich normalerweise „wir“ statt „die“

Stimme überhaupt nicht zu	Stimme voll und ganz zu
1	5
2	4
3	3
4	2
5	1

Important terminology:

- Supervisor = foreman
- Feedback: What your supervisor tells you about your work performance

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7

The questionnaires are only analyzed by the university!

- Please check the **agreement option** on your consent form, if you agree that we can request information about whether you stay at [name of company]
- Please put the **signed consent form** in the small ballot box, so that we can consider your opinion.
- Please put the **completed questionnaire** in the big ballot box.
- The questionnaires will **exclusively be analyzed by the university**.
- [Name of company] does **neither** receive the questionnaire nor analyses about individual employees.

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Your opinion is important!

This is what matters to us!

[Photo of employee of division A]

[Photo of employee of division B]

[Photo of employee of division C]

- You are the best experts for your work environment.
- Help us to understand **what matters to you!**
- The results can be used to **develop concrete initiatives** to improve your situation.

Have an impact on your situation by participating.

- **The more persons participate**, the more accurately your situation will be reflected in the results.
- You will be informed about the **anonymous, aggregated overall results!**

Doris Rosenauer und Christiane Horstmeier 10

You can answer the questions honestly! We guarantee your anonymity!

- The work council and an independent institute for data protection have reviewed and approved the procedure.
- Participation is **voluntary** (in compliance with company regulations); each participant indicates with a consent form, that he / she agrees with the utilization of the data and its **pseudonymized retention**.
- Data will be **exclusively analyzed by the Jacobs University Bremen** for scientific purposes.
- Data will not be handed over to [name of company] or third parties (in compliance with German Federal Data Protection Act) **at any time**.
- [Name of company] receives only **aggregated overall results**. **Inferences** about individual employees or teams are **not possible**.

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Project partners

[Name of company]

[Company logo]

[Photo]

Doris Rosenauer
[email address and phone number]

[Photo]

Christiane Horstmeier
[email address and phone number]

JACOBS UNIVERSITY

JACOBS University Bremen

[Photo]

Prof. Dr. Sven Voelpel
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Doris Rosenauer und Christiane Horstmeier 11

STATUTORY DECLARATION

I, Doris Rosenauer, hereby declare that I have written this PhD thesis independently, unless where clearly stated otherwise. I have used only the sources, the data, and the support that I have clearly mentioned. This PhD thesis has not been submitted for conferral of degree elsewhere. As the degree will be conferred by Jacobs University Bremen, Germany, and Vrije Universiteit Amsterdam, The Netherlands, in the framework of a Double PhD Program, I will simultaneously submit this thesis at both universities.

Nürnberg, October 2014 / January 2015

Doris Rosenauer