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# **When Midway Won't Do: The Curvilinear Relationship Between Intrinsic Motivation and Willingness to be Flexible**

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## **Abstract**

**Purpose** Intrinsic motivation is held as critical for employees' willingness to be flexible (WTBF). Yet empirical research suggests that employees who find work intrinsically satisfying could resist work changes. In this study, we examine if a curvilinear relationship exists between these variables.

**Design/methodology/approach** We predict that the relationship between intrinsic motivation and employees' WTBF will become more positive as intrinsic motivation advances beyond moderate levels. We examine the role developmental supervisor support plays in generating the critical threshold of intrinsic motivation needed for it to be positively related with WTBF. We test our hypotheses with survey data collected in three substantially different employee samples.

**Findings** Data supports the hypothesized curvilinear relationship between intrinsic motivation and WTBF. Developmental supervisor support is found to influence employee flexibility indirectly through its linear effect on intrinsic motivation and, in turn, the quadratic effect of intrinsic motivation on WTBF.

**Practical implications:** Our study provides insight into how and when intrinsic motivation increases employees' WTBF and into the degree of developmental support needed to facilitate a positive relationship between these variables.

**Originality/value** Ours is the first study to our knowledge that empirically examines the relationship between intrinsic motivation and employees' WTBF.

**Keywords** Willingness to be flexible, intrinsic motivation, developmental supervisor support, self-determination theory, curvilinear mediation

**Paper type** Research paper

## **When Midway Won't Do: The Curvilinear Relationship between Intrinsic Motivation and Willingness to be Flexible**

Employees who are willing to change tasks and roles within the organization as business needs change enable the organization to adapt and expand how it delivers value and, thus, remain competitive (Guest, 1987; Way et al., 2015). Yet, while employees' *willingness to be flexible*<sup>1</sup> (WTBF) is held as critical for enabling organizational flexibility, we know little about what promotes this "will do" attitude in practice. Strategic HRM scholars suggest that employees' WTBF is positively related to their intrinsic motivation for work (Beltrán-Martín & Roca-Puig, 2013; Guest, 1987), that is, the motivation they have to perform work activities because they find them personally interesting and enjoyable (Gagné & Deci, 2005). The limited research that exists, however, indicates that employees who are satisfied with their current work situation are, at best, impartial to the idea of change (Ostroff & Clark, 2001; Van Dam, 2004), and even resist changes that they believe threaten the intrinsic rewards they derive from their work (Oreg, 2006).

Reconciling these perspectives, we contend that observing a positive relationship between employees' intrinsic motivation and their WTBF could depend on the level of intrinsic motivation. Building self-determination theory's (SDT) concept of internalization (e.g., Chemolli & Gagné, 2014; Gagné & Deci, 2005), we argue that when intrinsic motivation is high employees will be more receptive to change. However, we also expect that the positive relationship between intrinsic motivation and WTBF will be curvilinear, such that it will become more positive as

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<sup>1</sup>We use the term *willingness to be flexible*, abbreviated as WTBF, in the remainder of the paper to reflect employees' willingness to change tasks and roles within the organization as business needs change.

intrinsic motivation advances beyond moderate levels. Below this threshold, we expect that intrinsic motivation and willingness to be flexible will be less positively related.

To extend the managerial implications of our study, we examine developmental supervisor support as a contextual factor that has implications for employees' intrinsic motivation and, in turn, their WTBF. Developmental supervisor support describes supervisory behavior aimed at helping employees acquire new and improve existing competencies by providing them with developmental guidance, feedback, and learning opportunities (e.g., Rafferty & Griffin, 2006; Zhang & Chen, 2013). Previous research finds that developmental supervisor support has a positive, linear relationship with employees' willingness to flexibly accommodate job changes (van Harten, Knies, & Leisink, 2017). In the present study, we predict a more nuanced, curvilinear relationship between developmental supervisor support and employees' WTBF that is mediated by intrinsic motivation. In line with the curvilinear relationship predicted between intrinsic motivation and WTBF, we expect that developmental supervisor support will become more positively related to employees' WTBF as it advances beyond moderate levels.

Our study contributes to the literature drawing on SDT to demonstrate the need to look at employees' level of intrinsic motivation in relation to work outcomes (e.g., Dysvik & Kuvaas, 2011; Kuvaas & Dysvik, 2010; Shin & Grant, 2020). Whereas other research has looked at intrinsic motivation as a moderator or boundary condition of another focal relationship, our study focuses on intrinsic motivation itself, and the influence different levels of intrinsic motivation has on the work outcomes it is argued to be important for.

## **Theory and Hypotheses**

### ***Intrinsic Motivation and Employees' WTBF***

According to SDT, the way in which people internalize work activities has implications for the type of motivation they experience for their work (Gagné & Deci, 2005). Sometimes, work activities are internalized such that they become personally interesting and enjoyable, and the presence of an external contingency is no longer required to motivate behavior. When this occurs, people experience self-concordance, or congruence between what is required in a situation and their own internal interests, motivation, and values (Sheldon & Elliot, 1999). This type of internalization is said to be “intrinsic” in nature (Chemolli & Gagné, 2014) and to correspond with high levels of intrinsic motivation for one’s work (Gagné & Deci, 2005).<sup>2</sup>

Research indicates that when the internalization of work activities is intrinsic in nature, employees have greater cognitive flexibility and open-mindedness regarding what the work role encompasses (Gagné & Deci, 2005). This is evidenced in a tendency to view the individual aspects of work as part of a bigger picture, such that even less interesting and less enjoyable work activities are accepted and valued (Gagné & Deci, 2005). This type of internalization is also held to give way to a flexible role orientation that assists employees in seeing their work role as encompassing a range of activities that can be expanded and adapted to accommodate different work situations and demands (Parker & Ohly, 2008), thus increasing their receptivity to change (Parker, 2007).

Employees who have intrinsically internalized their work activities are also likely to experience autonomy in carrying out their work (Gagné & Deci, 2005), which should have a positive influence on their commitment to support and participate in workplace changes (Hornung & Rousseau, 2007). They are also likely to be interested in experiences that expand

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<sup>2</sup> Readers are directed to Gagné & Deci (2005) and Chemolli and Gagné (2014) for a more comprehensive presentation of SDT, including the distinction between different types of internalization (e.g., intrinsic, identified, introjected) and corresponding motivation.

their skills and opportunities where they can develop new competency (Heyman & Dweck, 1992; Ryan & Deci, 2000). Thus, their positive attitudes towards change could be influenced by the belief that changes provide new experiences and opportunities for learning goal attainment (Elias, 2009).

Furthermore, employees who have intrinsically internalized their work activities should be likely to have a lower need for reward certainty and therefore be more willing to take risks (Dewett, 2007). This is important, as being willing to make internal job-related changes involves some risks for employees (Solberg, Lapointe, & Dysvik, 2020), like uncertainty related to the nature, and intrinsically motivating potential, of new work tasks and roles (Oreg, 2006).

In sum, the intrinsic internalization of work activities, and thus increased intrinsic motivation for one's work, should positively influence employees' WTBF in multiple ways, while also eliminating the need for external contingencies to regulate behavior. Therefore, when employees experience higher levels of intrinsic motivation for their work, we expect that the positive relationship between intrinsic motivation and employees' WTBF will be amplified. However, for employees with lower levels of intrinsic motivation, who have not intrinsically internalized work activities, and thus require external contingencies to regulate their behavior, we expect that intrinsic motivation and WTBF will be less positively related. This is because the concern for external contingencies such as tangible rewards or implicit approval held by these employees should attenuate the positive influence that increases in intrinsic motivation at this level have on employees' cognitive flexibility and experienced autonomy, and increase their need for reward certainty (e.g., Gagné & Deci, 2005). Accordingly, we predict that the positive relationship between intrinsic motivation and employees' WTBF will be stronger when intrinsic

motivation advances beyond moderate levels. Below this threshold, we expect a less positive relationship between intrinsic motivation and employees' WTBF.

Hypothesis 1: Intrinsic motivation will display a curvilinear relationship with employee WTBF, such the relationship will be more positive at high levels of intrinsic motivation.

### ***Developmental Supervisor Support and Intrinsic Motivation***

According to SDT, internalizing work activities such that they become personally interesting and enjoyable depends on the extent to which the work context, and one's supervisor in particular, satisfies employees' basic psychological needs for autonomy, competence, and relatedness (Baard, Deci, & Ryan, 2004; Deci & Ryan, 2000; Gagné & Deci, 2005). We expect that developmental supervisor support will relate positively, and linearly, to employees' intrinsic motivation because it satisfies these three needs.

Developmental supervisor support directly addresses employees' need for competence, as it is concerned with providing employees with helpful performance feedback, guidance, and challenging assignments where they can learn and strengthen new skills (Rafferty & Griffin, 2006). It also increases employees' perceptions that they have sufficient opportunities to utilize their competence in carrying out work activities (Lai & Kapstad, 2009), which is important for increasing intrinsic motivation (Lai, 2011). Developmental supervisor support is also likely to satisfy employees' need for relatedness, in that it implies being considered and cared for as an individual by a committed partner in the organization (Avolio & Bass, 1995; Rafferty & Griffin, 2006). It is also aligned with employees' need for autonomy, as the focus is on achieving the employees' own developmental goals, not those imposed on them by an external party (Marescaux, DeWinne, & Sels, 2010). Accordingly, we expect that employees who perceive receiving development support from their supervisor will experience greater intrinsic motivation.

Hypothesis 2: Developmental supervisor support will relate positively to employees' intrinsic motivation.

### ***Developmental Supervisor Support, Intrinsic Motivation, and Employees' WTBF***

A direct, positive relationship between developmental supervisor support and employees' WTBF is supported in other research (van Harten et al., 2017). In the present study, we examine a more nuanced relationship based on the expectation that developmental supervisor support relates to employees' WTBF indirectly, through changes in intrinsic motivation. While developmental support is predicted in Hypotheses 2 to relate linearly to intrinsic motivation, Hypothesis 1 predicts a curvilinear relationship between intrinsic motivation and WTBF. The expected nature of these relationships suggests that developmental supervisor support will be more positively related to employees' WTBF when it is perceived at high levels, because this level of developmental supervisor support will elicit the high level of intrinsic motivation needed for a stronger, positive relationship with employees' WTBF to take form. Accordingly, we hypothesize:

Hypothesis 3: Developmental supervisor support will display a curvilinear relationship with employee WTBF, such the relationship will be more positive at high levels of developmental supervisor support.

Hypothesis 4: The curvilinear relationship between developmental supervisor support and employee's WTBF will be mediated by changes in intrinsic motivation. The indirect relationship will be more positive at high levels of developmental supervisor support (and thus high levels of intrinsic motivation).

## **Methods**

### ***Sample***

Data was collected in three substantially different employee samples. Surveys were distributed electronically to employees' work email addresses. In each survey, the measures for

the independent, mediation, and dependent variables were separated proximally, reducing the likelihood of common method bias (Podsakoff, MacKenzie, & Podsakoff, 2012).

Sample 1 comprised 876 financial advisors employed in a network of savings banks throughout Norway. Complete responses were received from 433 employees (49 percent). Of respondents, 58 percent were female and 69 percent were between 40-59 years of age. The majority had been employed in their current organization for more than five years (69 percent), but had less than 5 years of experience with their immediate supervisor (75 percent).

Sample 2 included 1158 public service employees involved in the delivery of health and personal care services in a Norwegian municipality. Complete responses were received from 856 employees (74 percent response rate) engaged in a range of occupations. To reduce complexity, we only used data from the largest occupational group, those delivering respite care. Of the 648 respondents in this subsample, 92 percent were female. Thirty-two percent were under age 40 and 56 percent were between 40-59 years old. The majority had been employed in their current organization for more than five years (62 percent), but had less than 5 years of experience with their immediate supervisor (80 percent). Fifty seven percent had completed high school, while 34 percent had completed a bachelor's degree or equivalent. Unique to this sample, 77 percent of respondents did not work in full-time positions. Thirty-two percent of employees worked 60 percent or less while 45 percent worked between 61-99 percent.

Sample 3 comprised 616 employees of an organization providing logistic and engineering support services to the oil and maritime industries. Employees were distributed across 8 service bases in Norway. Complete responses were received from 308 employees (50 percent response rate). Seventy-eight percent of respondents were male. Forty percent were under 40 years old and 55 percent were between 40-59 years of age. Recent hiring efforts were evident in the

organizational tenure of this sample. Only 53 percent of respondents had tenure of more than 5 years. Eighty percent of respondents had less than 5 years' experience with their immediate supervisor. The majority had completed high school (60 percent) followed by bachelors level education (25 percent).

### ***Measures***

Measures were answered using a Likert agreement scale ranging from strongly disagree to strongly agree. Samples 1 and 2 used a 5-point scale. A 7-point scale was used in Sample 3.

While WTBF is discussed in other research, we knew of no dedicated measure for this concept. Other research has measured employees' willingness to flexibly accommodate task and role changes using Van Dam's (2004) measure of employability orientation (van Harten, Knies, & Leisink, 2016; Wittekind, Raeder, & Grote, 2010). However, this is a broader measure that also includes items concerned with employees' attitudes towards self-development. We therefore saw the need to develop a new measure to capture employees' WTBF more specifically. Van Dam's (2004) flexibility-oriented items provided a reference point for new item development. Four items were developed and used in Sample 1 ("If there is no longer a need for what I do today, I am willing to take on new work tasks"; "I am willing to do things differently than usual, if my leader or the organization wants it"; "If we are organized in another way, I am willing to work with other tasks than I do today"; "If we get new technologies/IT solutions, I am willing to adapt my way of working to them.") The scale reliability for the 4-item scale was .66. In an effort to improve internal consistency, we extended the measure in Samples 2 and 3 to include an additional item: "I am willing to accept new tasks or responsibility areas if circumstances require it." Cronbach's alpha was improved to .82, and .85 in Samples 2 and 3, respectively.

Developmental supervisor support was measured with seven-items based on Greenhaus, Parasuraman, and Wormley's (1990) measure of supervisor support, which had been previously adapted as more development-oriented form of supervisor support for use in Norway (Lai, 2011; Lai & Kapstad, 2009). Example items are, "My supervisor cares about whether or not I achieve my developmental goals," and "My supervisor gives me the support I need based on my needs and goals." Coefficient alphas indicating scale reliability for the measure were .93, .96, and .96, across samples 1, 2, and 3, respectively.

We measured intrinsic motivation with five items developed by Kuvaas (2006) that have demonstrated sound psychometric properties in previous research conducted in Norway (e.g., Dysvik & Kuvaas, 2010; Kuvaas & Dysvik, 2009). Example items are, "The tasks I do at work are in themselves an important driving force in my job," and "It is fun to work with the work tasks I have." Coefficient alphas for the computed scale were .91, .90, and .95 across samples 1, 2, and 3, respectively.

Employees' gender, age, tenure with the organization, and tenure with their current supervisor were included as control variables in all samples. Gender was measured as a dichotomous variable (0 = female, 1 = male). Age was measured as a categorical variable where 1 = under 20 years old, 2 = 20-29 years old, 3 = 30-39 years old; 4 = 40-49 years old; 5 = 50-59 years old; 6 = 60-69 years old, and 7 = over 70 years old. Tenure with the organization and with one's immediate supervisor were measured as categorical variables where 1 = less than 1 year, 2 = 1-3 years, 3 = 4-5 years; 4 = 6-10 years; 5 = more than 10 years. We controlled for formal education completed in samples 2 and 3. It was measured as a categorical variable where 1 = elementary education, 2 = high school, 3 = bachelor's degree or equivalent diploma, and 4 = master's degree or higher. Position percent was also controlled for in sample 2. It was measured

as a categorical variable where 1 = less than 20 percent, 2 = 21-40 percent, 3 = 41-60 percent, 4 = 61-80 percent, 5 = 81-99 percent, and 6 = 100 percent.

### ***Analytic Procedure***

A principal component analysis with promax rotation was first conducted on all scale items in all samples in order to ensure convergent and discriminant validity (Farrell, 2010). We used procedures consistent with those outlined by Aiken and West (1991) to determine if a curvilinear relationship existed between intrinsic motivation and employees' WTBF and between developmental supervisor support and employees' WTBF. Finally, we tested for curvilinear mediation (hypotheses 4) using the MEDCURVE macro created by Hayes and Preacher (2010) that allows for testing indirect relationships between variables when paths are nonlinear. Using MEDCURVE, we were able to calculate the instantaneous indirect effect ( $\Theta_x$ ) of developmental supervisor support on employees' WTBF through the linear effect of development support on intrinsic motivation and, in turn, the quadratic effect of intrinsic motivation on employees' WTBF. The macro generated 95% bias-corrected confidence intervals for the indirect effect at different values of developmental supervisor support (-1SD, mean, and +1SD) using a bootstrapping technique based on a set number of resamples (5,000 in our analysis). Statistically significant relationships are indicated when the confidence interval does not include zero.

### ***Results***

The principal component analysis revealed that survey items for all variables loaded onto three discrete factors in each employee sample, with the loadings for all items above .50. Thus, each variable scale was computed with all intended items. Table 1 reports the means, standard deviations, and bivariate correlations for all variables in each sample.

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Insert Table 1 about here

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As shown in Table 2, Model 2, the linear term for intrinsic motivation was positive and significant in all employee samples ( $B = .28, p < .001$  in sample 1;  $B = .22, p < .001$  in sample 2;  $B = .25, p < .001$  in sample 3). Further, the squared term for intrinsic motivation was positive and significant in all samples ( $B = .13, p < .01$  in sample 1;  $B = .13, p < .01$  in sample 2;  $B = .18, p < .01$  in sample 3). The combination of a positive linear and positive quadratic coefficient indicates that intrinsic motivation relates to employee WTBF in a predominantly positive, concave upwards curve (Aiken & West, 1991).

Insert Table 2 about here

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We plotted predicted outcomes of the quadratic regression equations to further investigate the form of the curvilinear relationship (see Figure 1). The graphs show that the positive relationship between intrinsic motivation and WTBF becomes more positive as intrinsic motivation advances into high levels of intrinsic motivation. Accordingly, Hypothesis 1 was supported.

Insert Figure 1 about here

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The correlation coefficients presented in Table 1 support that developmental supervisor related positively and significantly to intrinsic motivation in all three employee samples,  $r = .36, p < .01$  in sample 1;  $r = .40, p < .01$  in sample 2;  $r = .54, p < .01$  in sample 3). The positive relationships also held when intrinsic motivation was regressed on developmental supervisor support in models that included the control variables. Standardized regression coefficients for

developmental supervisor support in the tested regression models were  $B = .36, p < .001$  in sample 1;  $B = .39, p < .001$  in sample 2;  $B = .52, p < .001$  in sample 3. Thus, Hypothesis 2 was supported.

Furthermore, results shown in Table 3, Model 2 support that developmental supervisor support related to employees' WTBF in a predominantly positive, concave upwards curve. As in the model for intrinsic motivation, both the linear term for developmental supervisor support and the squared term were positive and significant in all employee samples (linear term  $B = .25, p < .001$ ; squared term  $B = .12, p < .01$  in sample 1; linear term  $B = .13, p < .01$ ; squared term  $B = .13, p < .01$  in sample 2; linear term  $B = .25, p < .001$ ; squared term  $B = .18, p < .05$  in sample 3). The predicted outcomes of the quadratic regression equations were plotted to further investigate the form of the curvilinear relationship. The graphs, shown in Figure 2, show that the positive relationship between developmental supervisor support and WTBF became more pronounced when developmental support advanced to high levels. Hypothesis 3 was thus supported.

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Insert Table 3 about here  
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Insert Figure 2 about here  
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Table 5 shows the findings relevant for testing Hypothesis 4. The instantaneous indirect effects ( $\Theta_x$ ) shown in this table provided an estimate of the indirect relationship between developmental supervisor support, intrinsic motivation, and WTBF at different values of developmental supervisor support. In all three samples, the rate of change increased as developmental supervisor support increased from low to high levels. When developmental

supervisor support was low, an increase was associated with an increase of .04/.04/.03 in WTBF through intrinsic motivation (across samples 1, 2, and 3, respectively). When perceived developmental support was high, an increase was associated with an increase of .06/.07/.07 in WTBF through intrinsic motivation (across samples 1, 2, and 3, respectively). The 95% bias-corrected bootstrap confidence intervals for  $\Theta_x$  at all values of developmental supervisor support did not include zero in samples 1 and 2, indicating that the instantaneous indirect effects were significant. In sample 3, the confidence intervals for low levels of developmental supervisor support contained zero. However, the mediated relationship between developmental supervisor support, intrinsic motivation, and employees' WTBF was significant at mean and high levels of developmental supervisor support in this sample. Thus, Hypothesis 4 was supported.

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Insert Table 4 about here  
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**Discussion**

Employees' attitudes and motivations towards change are held as an important component of organizational flexibility (Guest, 1987) and HR flexibility more specifically (Way et al., 2015; Wright & Snell, 1998). Yet, much of the research on the topic has been conducted at the macro-level of analysis and taken a resource-based view of employee flexibility (e.g., Beltrán-Martín & Roca-Puig, 2013; Way et al., 2015). This has made it difficult to simultaneously explore a behavioral perspective of employee flexibility that relies on individual-level motivations as a primary mechanism (Jiang, Lepak, Hu, & Baer, 2012). Thus, while intrinsic motivation has long been put forward as critical for employees' WTBF in this literature, there have been no known efforts to test this relationship, or reconcile this prediction against micro-level research that suggests having intrinsically satisfying work could lead employees to resist change (e.g., Oreg,

2006; Ostroff & Clark, 2001; Van Dam, 2004). Given that both employee flexibility and intrinsic motivation are heralded as positive and generally promoted and in work settings, we believed that a better understanding of how the two related was warranted.

Having this background in mind, the present study predicted a curvilinear relationship between intrinsic motivation and employees' WTBF, where a high level of intrinsic motivation would be needed for a positive relationship with employee flexibility to take form. Findings from three substantially different employee samples supported our hypotheses. Our findings emphasize that moderate levels of intrinsic motivation "won't do" when the outcome of interest is employee flexibility. Instead, employees need to experience high levels of intrinsic motivation, indicating that they have internalized a broader, more flexible orientation towards work that makes them more receptive to change. Accordingly, work factors that are important for facilitating the intrinsic internalization of work activities must be provided in ways appropriate for eliciting sufficiently high levels of intrinsic motivation if employee flexibility is of interest. Our study points to the positive influence developmental supervisor support can have for employees' WTBF, when provided at sufficiently high levels.

Our findings contribute to a more complete understanding of the workplace factors that influence employee flexibility at the micro-level. Camps, Oltra, Aldas-Manzano, Buenaventura-Vera, and Torres-Carballo (2016) found that employees' who perceive a learning culture rate themselves more positively with regards to their *ability* to adapt to changes at work. Our findings indicate that receiving developmental supervisor support positively influences how *willing* employees are to be flexible, when provided at sufficient levels. Taken together, our collective research indicates that a strong focus on learning and development in the workplace could

increase employee flexibility by increasing what employees can and will do with regards to performing new tasks and roles (c.f., Way et al., 2015).

### ***Limitations***

Our findings should be evaluated in light of certain limitations. In particular, all three samples used a cross-sectional design, making it impossible to draw inferences of causality or rule out the possibility of reverse causality between variables (Pedhazur & Schmelkin, 1991; Shadish, Cook, & Campbell, 2002). Further, our data could be inflated by single-source bias, as employee responses were used to collect data for the independent, mediator, and dependent variables (Podsakoff et al., 2012). Finally, while our regression models were significant, it must be noted that the R square values indicated that only 7 to 14 percent of the variance in employees' WTBF is accounted for by the predictor variables in our model. Accordingly, there is much variation in employees' WTBF that stems from factors other than those tested in our research model.

### ***Implications for Practice***

If the relationships observed are causal, then our findings can help organizations seeking to enhance employee flexibility. Our study indicates that supervisors who provide helpful performance feedback, guidance, and challenging assignments where employees can develop and strengthen new skills set the groundwork for cultivating employees' WTBF. However, these developmental efforts must be executed at sufficiently high levels to generate the high level of intrinsic motivation needed for a positive relationship with WTBF to take form. Supervisors are likely to vary considerably in the extent to which they implement developmental support (e.g., Van Iddekinge et al., 2009), and some supervisors are inherently more development-oriented than

others (Dragoni, 2005). As such, clearly conveying the expectation that supervisors provide their employees with development support at high levels, and helping them become aware of their own developmental practices, is critical to ensuring that this support is effective.

## **Conclusion**

Our study supports that a curvilinear relationship exists between employees' intrinsic motivation and their WTBF, such that it becomes more positive as intrinsic motivation increases to high levels. Further, it indicates the level of developmental supervisor support needed to facilitate high levels of intrinsic motivation and, in turn, employee flexibility. Supervisors can take our study into account when considering ways to improve what employees will do as it relates to task and role changes.

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**Table 1*****Descriptive Statistics and Correlations***

Sample 1 <sup>a</sup> Variables	Mean	S.D.	1.	2.	3.	4.	5.	6.		
1. Gender	0.43	0.50								
2. Age	4.14	0.97	-.18**							
3. Organizational tenure	3.99	1.19	-.23**	.51**						
4. Tenure with supervisor	2.62	1.26	-.11*	.31**	.44**					
5. Developmental sup. support	3.64	0.81	-.01	-.01	-.05	.06				
6. Intrinsic motivation	4.17	0.61	-.02	.17**	.05	.10*	.35**			
7. WTBF	4.03	0.53	-.02	-.05	-.16**	-.08	.21**	.23**		
Sample 2 <sup>b</sup> Variables	Mean	S.D.	1.	2.	3.	4.	5.	6.	7.	8.
1. Gender	.08	0.27								
2. Age	4.10	1.20	-.06							
3. Organizational tenure	3.62	1.44	-.02	.41**						
4. Tenure with supervisor	2.42	1.17	-.04	.22**	.52**					
5. Education	2.31	0.63	.08*	-.31**	-.22**	-.22**				
6. Position percent	4.13	1.38	.11**	.12**	.19**	.03	.21**			
7. Developmental sup. support	3.62	1.04	.03	.01	.03	-.00	-.10**	.06		
8. Intrinsic motivation	4.24	0.72	.01	-.02	-.06	-.00	-.01	-.01	.39**	
9. WTBF	4.10	0.71	-.04	-.15**	-.18**	-.22**	.21**	.06	.05	.14**
Sample 3 <sup>c</sup> Variables	Mean	S.D.	1.	2.	3.	4.	5.	6.	7.	
1. Gender	.80	0.40								
2. Age	3.69	1.14	-.01							
3. Organizational tenure	3.33	1.33	.06	.46**						
4. Tenure with supervisor	2.38	1.17	-.01	.37**	.59**					
5. Education	2.38	.72	-.19**	-.09	-.20**	-.10*				
6. Developmental sup. support	5.05	1.46	.00	.12*	-.02	.07	.11			
7. Intrinsic motivation	5.70	1.21	.06	.14*	.02	.15**	.08	.54**		
8. WTBF	6.15	0.83	-.16**	-.11	-.09	-.15*	.19**	.14*	.11	

Note. <sup>a</sup>Financial advisors, n=433. <sup>b</sup>Respite care providers, n=648. <sup>c</sup>Oil and maritime service employees, n=308.

Gender 0=female, 1=male; Age 1=< 20 years, 2=20-29 years, 3=30-39 years; 4=40-49 years; 5=50-59 years; 6=60-69 years, 7=> 70 years; Organizational tenure and tenure with supervisor 1=< 1 year, 2=1-3 years, 3=4-5 years; 4=6-10 years; 5=> 10 years; Education 1=elementary school, 2=high school, 3=bachelors or equivalent, 4=masters or higher. Position percent 1=< 20%, 2=21-40%, 3=41-60%, 4=61-80%, 5=81-99%, 6=100%.

WTBF = Willingness to be flexible.

\*p < .05. \*\*p < .01. \*\*\*p < .001.

**Table 2*****Models Predicting the Curvilinear Relationship between Intrinsic Motivation and Employees' WTBF***

Variable and step	<u>Sample 1</u> Financial advisors (N = 433)		<u>Sample 2</u> Respite care providers (N = 648)		<u>Sample 3</u> Oil and maritime service employees (N = 308)	
	Model 1	Model 2	Model 1	Model 2	Model 1	Model 2
Gender	-.06	-.06	-.07	-.07	-.14*	-.12*
Age	-.01	-.02	-.06	-.05	-.09	-.10
Organizational tenure	-.17**	-.16**	-.06	-.06	.10	.10
Tenure with supervisor	-.02	-.02	-.15**	-.14**	-.18*	-.16*
Education			.14**	.15**	.14*	.12*
Position percent			.07	.07		
Intrinsic motivation	.24***	.28***	.14***	.22***	.15*	.28***
Intrinsic motivation <sup>2</sup>		.13**		.13*		.21*
R <sup>2</sup>	.08	.10	.10	.11	.09	.12
F-value	7.75***	7.68***	10.64***	10.23***	5.09***	5.66***

*Note.* Standardized regression coefficients reported.

\*p < .05. \*\*p < .01. \*\*\*p < .001.

**Table 3*****Models Predicting the Curvilinear Relationship between Developmental Supervisor Support and Employees' WTBF***

Variable and step	<u>Sample 1</u> Financial advisors (N = 433)		<u>Sample 2</u> Respite care providers (N = 648)		<u>Sample 3</u> Oil and maritime service employees (N = 308)	
	Model 1	Model 2	Model 1	Model 2	Model 1	Model 2
Gender	-.05	-.05	-.07	-.06	-.13*	-.14*
Age	.03	.03	-.05	-.05	-.08	-.08
Organizational tenure	-.16**	-.15*	-.07	-.07	.09	.10
Tenure with supervisor	-.03	-.03	-.14**	-.14**	-.16*	-.16*
Education			.15**	.14**	.14*	.14*
Position percent			.06	.05		
Developmental supervisor support	.21***	.25***	.07	.13**	.15**	.28**
Developmental supervisor support <sup>2</sup>		.12*		.13**		.24*
R <sup>2</sup>	.07	.10	.09	.10	.09	.14
F-value	6.67***	6.61***	9.13***	9.26***	5.16***	6.72***

*Note.* Standardized regression coefficients reported.

\*p < .05. \*\*p < .01. \*\*\*p < .001.

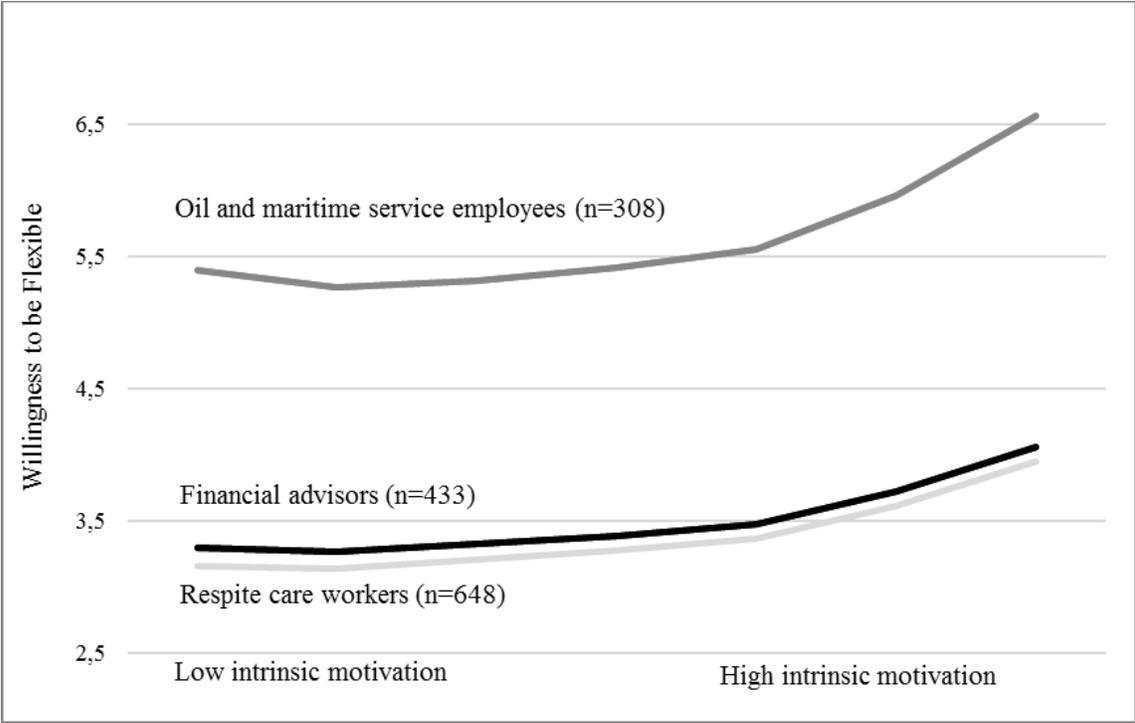
**Table 4*****Instantaneous Indirect Effects of Developmental Supervisor Support on Employees' WTBF through Intrinsic Motivation***

	<u>Sample 1</u>		<u>Sample 2</u>		<u>Sample 3</u>	
	Financial service employees ( <i>N</i> = 433)		Respite care providers ( <i>N</i> = 648)		Oil and maritime service employees ( <i>N</i> = 308)	
	$\Theta_x / x_{val}$	95% C.I.	$\Theta_x / x_{val}$	95% C.I.	$\Theta_x / x_{val}$	95% C.I.
Low levels of developmental supervisor support	.04 / 2.83	.02, .07	.04 / 2.58	.02, .07	.03 / 3.63	-.01, .07
Moderate levels of developmental supervisor support	.05 / 3.65	.03, .08	.06 / 3.62	.03, .09	.05 / 5.10	.00, .11
High levels of developmental supervisor support	.06 / 4.46	.04, .10	.07 / 4.66	.03, .11	.07 / 6.57	.00, .15

*Note.*  $\Theta_x$  = instantaneous indirect effect at a specific value of developmental supervisor support, *x*, where *xval* is the sample mean and +/- one standard deviation from the mean. C.I. = confidence interval. Bootstrapped estimate based on 5000 resamples.

**Figure 1**

*Plot of the Quadratic Regression Equations Relating Intrinsic Motivation to Employees' WTBF*



**Figure 2**

*Plot of the Quadratic Regression Equations Relating Developmental Supervisor Support to Employees' WTBF*

