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A Comparison between Hierarchical and Decentralized Organizations: Analysis of Role Ambiguity, Well-Being and Social Dominance Orientation

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Introduction

Today, decentralized organizations are becoming more widespread due to the information and communications revolution that has changed the way we collaborate with each other in organizations (Van De Kamp, 2014). Organizations with self-management systems or radical decentralization have been studied in the past by many scholars in the field of organizational studies. For instance, Gino and Staats (2014) and Hamel (2011) explored the specific case of Morning Star company that began being decentralized in the 1990s. Several authors (Baldwin, 2015; Foss & Dobrajska, 2015; Foss & Klein, 2014; Puranam & Håkons-son, 2015) studied the case of Valve, a company that created computer games.

Yet, despite the rising popularity of decentralized companies, research about the psychological consequences of these organizational structures for the members of the organization is still scarce (for an exception see Filippi et al., 2023). The aim of the present research is to fill this gap by investigating the impact of decentralization of power on employee well-being, and perceived role ambiguity, considering also the potential moderating effect of social dominance orientation.

Chapter 1 will focus on the differences between organizations with decentralized and centralized power. In particular, the discrepancies between Weberian bureaucracy, and Self-managing organizations. Chapter 2 will focus on understanding the well-being and role ambiguity in hierarchical and decentralized organizations using an experimental design. Moreover, in the same chapter we will analyze the social dominance orientation as a moderator of job satisfaction and organizational identification. Chapter 3 will focus

on the method, analysis, results, and the discussion on the outcome of the present study. In the methodological part, the experimental conditions based on the description of Weberian bureaucracy and Self-managing organizations will be illustrated. The results will demonstrate that according to the type of company, centralized or decentralized, there are some differences in terms of job satisfaction, organizational identification, and role ambiguity.

Chapter 1

1.1 The Hierarchical Organization.

Hierarchical organizational design was created in the late 19th and early 20th century and is still common today (Gruenfeld & Tiedens, 2010; Pfeffer, 2013). According to Weber (1968), the basic structural arrangement of bureaucracy is hierarchical, and it is based on six principles: (1) Official jurisdictional areas are delineated according to established rules and regulations; (2) A clear and structured hierarchy of authority is in place within the organization; (3) Administrative processes heavily rely on written documentation as a basis for decision-making and record-keeping; (4) Effective management within this context necessitates specialized training and expertise; (5) The responsibilities associated with one's position require the official's complete dedication and utilization of their professional capabilities; (6) Bureaucratic management adheres to overarching principles and regulations that exhibit varying degrees of stability and comprehensiveness and can be acquired through systematic learning.

The management hierarchy's fundamental element is the manager-subordinate relationship (Lee & Edmondson, 2017). This relationship has been characterized as operating under the tenets of obedience to superiors (Burns & Stalker, 1961), supervision of lower departments by the highest ones (Weber, 1946), and unity of command (Fayol, 1949). Moreover, there is a "power-over" dynamic that provides managers with the ability to surpass employees in times of disagreement and leaving workers unable to challenge managerial choices (Lee & Edmondson, 2017). The fundamental element of the hierarchy is the manager-subordinate reporting structure.

The term hierarchy refers to "*a broader set of phenomena that include a hierarchy of formal authority, as depicted in classic pyramid-shaped organizational charts (Jaques,1996) and a hierarchy of informal authority or status, as evidenced by dominance vs. difference behaviors and hierarchical speaking rules*" (Anderson, Willer, Kilduff, & Brown, 2012; Báles, Strodtbeck, Mills, & Roseborough, 1951; Detert & Edmondson, 2011, from Lee & Edmondson 2017, p.36). In hierarchical organizations both informal and formal hierarchies are present.

This hierarchical organizational structure is still widespread in today's workplaces for several reasons. One of these reasons is the belief that hierarchical organizations decrease role ambiguity and clarify duties (Landes, 1986; Perrow, 1972; Weber, 1946; Williamson, 1981). Another reason is that setting objectives and resolving conflicts are made effective by using managerial power (Magee & Galinsky, 2008; Nickerson & Zenger, 2004; Simon, 1947; Williamson, 2000). Furthermore, when work cannot be fully contracted or described, management authority aids in maintaining control and clarifying responsibilities (Ouchi & Maguire, 1975; Williamson, 1981).

1.2 From Hierarchies to Decentralized Power.

Since the beginning of the information and communications revolution, a lot has changed in the way that we collaborate with one another in our enterprises (Van De Kamp, 2014), and this has led to the development of new companies that we may define as less centralized.

Two examples of decentralized organizations are self-management organizations and adhocracy organizations. Self-management organizations (SMO) are defined as "*organizations that have formally and systematically decentralized authority throughout the organization to the degree of almost abolishing the whole layer of middle management*

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and supervisor-subordinate relationships" (Lee and Edmondson, 2017; from Martela, 2019, p. 8). In these companies, the hierarchical reporting relationship between the manager and the employees is entirely abolished and subordinates can make important choices pertaining to their job (Lee and Edmondson, 2017). Moreover, senior managers intervene when there are important choices to make, but throughout the whole corporation, authority is decentralized.

Furthermore, Mintzberg (1979) describes adhocracy, as an organization characterized by a complex and dynamic environment. In the company, workers are forced to work with highly skilled experts and combine their abilities in diverse teams to produce complicated, distinctive results. Unlike in SMOs, these experts are housed in specialized units, although they operate on the matrix in provisional teams. This organization is supported by semi-formal structural elements including liaison people and standing committees. Moreover, the more structured elements of the organization that assist coordination via direct supervision and standardization, such as hierarchy, performance controls, and rules, are avoided. Lastly, the organization is decentralized in a selective way: authority over various choices is distributed unevenly, depending on the accessibility of the knowledge and skills required to address the problem in question. Thus, adhocracy appears to move away from traditional bureaucracy and toward self-organization. However, Mintzberg adds that adhocracies continue to rely "*extensively on matrix structure*" (Mintzberg 1980, p. 337).

For this study, we decided to focus on organizations with decentralized power for several reasons. First, the purportedly inflexible administrative hierarchy faces clear dangers from the frequently mentioned velocity of change brought on by quicker information flows and unexpected technical advancements (Lee & Edmondson, 2017). In literature, in fact, it emerged that management hierarchy performs well under stable

situations but has significant difficulties under dynamic conditions (Burns & Stalker, 1961; Mintzberg, 1979). Both private and public sector organizations are subject to significant turbulence and uncertainty, which has negative effects on the managerial hierarchy (Ancona, Bresman, & Kaeufer, 2002; Martin, Liao, & Campbell, 2013; Starkey, Barnatt, & Tempest, 2000). Organizational staff may need to react faster than managerial controls and reporting structures to permit when circumstances or client demands change quickly, which might result in missed opportunities and other errors (Lee & Edmondson, 2017). Second, in organizations, there is an increasing popularity of knowledge-based work. In contrast to the development and distribution of physical products, the so-called knowledge economy puts a greater emphasis on ideas and skills as the fundamental sources of value creation (Blackler, Reed, & Whitaker, 1993). One consequence of adopting this knowledge is that managers frequently lack the comprehensive knowledge required to address organizational issues. Instead, for businesses to flourish, people at all organizational levels must contribute with knowledge and ideas (Lee & Edmondson, 2017). Third, an interest in enhancing employee experiences at work has grown because of a tendency toward perceiving work and organizations as spaces for personal meaning (Podolny, Khurana, & Hill-Popper, 2004). Millennials, more than the previous generation, have given attention to this aspect. In fact, according to some studies, they seek or anticipate personal satisfaction and meaning via their job more than past generations, and this may have drawn attention to this tendency (De Hauw & De Vos, 2010; Ng, Schweitzer, & Lyons, 2010; Rawlins, Indvik, & Johnson, 2008).

1.3 Main Differences between Organizations with Centralized and Decentralized Powers.

As mentioned previously, different types of organizations can be currently found. In this paragraph, we will focus on the differences between bureaucratic organizations and SMOs, namely between centralized and decentralized companies. The reason for this choice is due to our experimental condition, which was created based on the differences between these two companies.

As introduced by Martela (2019), we will illustrate the differences between organizations that are based on the four basic problems of 'the activity of organizing', namely: task division, task allocation, provision of rewards, and provision of information (Puranam et al., 2014).

According to the "task division", the primary objective of the organization needs to be translated into a cohesive framework comprising interconnected tasks and subtasks, which can subsequently be assigned to individual agents (Martela, 2019). In a Weberian bureaucracy, the top-level management sets up the task architecture in a top-down manner where larger tasks are systematically broken down into progressively smaller subtasks (Martela, 2019). Otherwise, in self-management organizations (SMO), tasks can be accomplished organically via bottom-up approach, granting each worker the autonomy and accountability to discern the necessary to actively contribute to the overarching organizational goals (Martela, 2019). In SMOs, the proactivity of employees is fundamental for an appropriate task division, and job engagement encourages employee initiative and proactivity (Salanova and Schaufeli 2008; Hakanen et al. 2008).

Moreover, "task allocation" is important to indicate essential tasks and subtasks and assign them to individual agents and group agents (Martela, 2019). In a Weberian bureaucracy, the assignment of tasks occurs in a top-down manner and meritocratically. Each manager is in the position of assigning tasks to the layer of workers underneath them considering their abilities (Martela, 2019). In SMOs, teams or individuals have the power

to decide who completes which tasks. They have no top-down procedure, and the staff members assign each other to specific duties and positions through mutual discussions (Martela, 2019).

Another important organizational aspect is "provision of rewards" that includes "rewarding desired behavior" and "eliminating freeriding" (Martela, 2019). "Rewarding desired behavior" refers to the issue of motivating agents towards a cooperative behavior within the organizational context through the implementation of a rewards system (Puranam et al., 2014). In a bureaucratic organization, since alienation from one's job is viewed as an undesirable side effect and that activities are not likely to be genuinely satisfying (e.g., Adler 2012), the main incentive mechanism is monetary remuneration in the form of salaries and bonuses. The choices about remuneration are made by managers, who hold the power to promote employees to a higher position in the company. In SMOs, a new solution must be developed for this sub-problem because there is a frequent lack of supervisors who can decide on salaries and other rewarding decisions (Martela, 2019). The most common methods to pay workers in SMOs are different peer-based salary and reward mechanisms. Moreover, compared to traditional bureaucratic organizations, SMOs are mostly focused on intrinsic motivation (Martela and Kostamo 2017). This is indeed considered a performance booster which is more efficient than simple extrinsic rewards (McGregor 1960; see Deci et al. 2017).

"Eliminating freeriding" is instead referred to getting rid of an unequal distribution of rewards. Some people are likely to free ride by taking the benefits without giving anything back. They might abuse the system and do fraud, receiving the same pay without doing the same work as others (Martela, 2019). In Weberian bureaucracy, the hierarchical system seeks to guarantee employee compliance by having supervisors monitor the performance and behaviors of their subordinates (Martela, 2019). This may

appear to be logical and productive, but it is crucial to bear in mind that the more employees are monitored, the more they try to hide things (Bernstein, 2012; 2017). In SMOs, the monitoring process is carried out by the parties that are more capable of determining the performance of employees and by using quantitative metrics. However, there are aspects of the working process that cannot be evaluated by using these parameters. Hence, a peer-to-peer evaluation system may be used to assess whether a certain task is rightfully fulfilled by an employee. Some SMOs have developed a series of certain steps that workers need to follow thoroughly to solve possible conflicts that may arise from a peer monitoring (Laloux, 2014).

In conclusion, the last fundamental organizational element is "provision of information", which includes "direction setting" and "ensuring coordination" (Martela, 2019). According to the "direction setting", the organization must ensure that each person has some sort of guidance system to guarantee that their actions and choices are advantageous for the entire business and its purpose (Martela, 2019). In Weberian bureaucracy, due to the presence of a hierarchical structure, task division aims to be peculiar and is not shared with the employees as it is not essential for completing a certain task. Moreover, the main information is owned by the top managers (Martela, 2019). In SMOs, workers can be granted full authority to make free choices without the approval of managers as would happen in bureaucratic organizations (Martela, 2019). It is therefore crucial for employees to have a certain amount of transparency (see Bernstein, 2017) and information about the wholeness of the company, which is essential for the positive outcome of self-organizing. In addition, SMOs are more likely to hire better-educated employees compared to traditional organizations since workers are required to comprehend and analyze all possible data that can be used for making choices (Martela, 2019).

"Ensuring coordination" entails that the positive outcome of an agent's single tasks is mostly related to the results of other tasks performed by other subjects. It is thus necessary to come up with a mechanism that allows all these tasks to be rightfully coordinated (Martela, 2019). Bureaucratic organizations often use formal communication to implement a set of established processes to achieve cooperation, and by doing so, eliminate random coordination of work through timetables, rules, and standards (Puranam et al., 2014). In SMOs, team coordination is established through meetings and frequent electronic communication (Martela, 2019). A constant collaboration is often required by two or more units and single individuals can be identified as responsible for linking the teams. This collaboration is thus reached thanks to individuals communicating with each other as intermediates of the teams (Martela, 2019).

Chapter 2

2.1 The Role Ambiguity and its Role in Hierarchical and Decentralized Organizations.

As previously illustrated, there are several differences between centralized and decentralized organizations. One key factor that allows us to make a clear distinction between these organizations is role ambiguity.

According to Kahn et. al (1964), role ambiguity is defined as "*the extent to which an individual is unclear about the expectations of others and the degree of uncertainty associated with one's performance*" (cited in Rai 2016, p. 508). Moreover, Bedeian and Armenakis (1981) posited that there are "*four dimensions of the role ambiguity which are goal or expectation ambiguity, process ambiguity, priority and behavior ambiguity*" (cited in Khattak et al. 2013, p. 30).

The construct of role ambiguity is usually analyzed together with role conflict, but these two constructs have different origins (Keller, 1975) and consequently they could have different solutions (Brauer et, al., 2000). These concepts can be thus analyzed singularly too. Therefore, considering our research guidance we decided to focus only on role ambiguity, because it is more in line with our purposes.

Kahn et al. (1964), in studies about organizational stress, introduced the *role episode model* for role ambiguity and role conflict. This model illustrates the relationships between the role senders and the role incumbent (focal person), as well as the loops of feedback from the incumbent to the role senders and vice-versa. The feedback cycle is the aspect of the role episode model that may give the most important contribution to role

clarification and negotiation, but it is also the most overlooked. Moreover, according to the role model pointed out by Kahn et al. (1964), to carry out their role properly, a person must comprehend (a) what the expectations about the role are (e.g., rights, and obligations), b) what actions are necessary to fulfill the duties associated with the role (means-end knowledge), and c) what the repercussions of role performance are to oneself, other people, and the company. The episodic role-making process is hampered when there is an inadequate communication between role senders and role receivers, as well as instability within the work environment, which necessitates continuous changes in established roles (Schaubroeck et al., 1993). Therefore, the "role-making" process begins for both the role incumbent and the role senders and continues indefinitely. The relationship between these two subjects has been developing for the last decades and will certainly proceed in this direction together with the evolution of cutting-edge technologies. The use of advanced technological devices, indeed, has a fundamental impact on organizations and the huge amount of information provided by the newest technologies could help to solve role ambiguity or, on the other hand, cause more stress, consequently, contributing to an increase of role ambiguity. For instance, Sawyer (1992), reports that in a considerable number of studies on stress, the level of information that can be elaborated today might be one of the key factors to role ambiguity.

According to the definitions of role ambiguity and considering that when role ambiguity is present, there is uncertainty about tasks, liabilities, and goals (Rizzo, House, & Lirtzman, 1970), it is believed that hierarchical organizations are less likely to have role ambiguity than decentralized ones because workers are used to this type of work organization where the roles are distinct.

Indeed, in literature, it emerged that hierarchical organizations decrease role ambiguity and clarify duties which is the reason why it has been widely adopted (Landes,

1986; Perrow, 1972; Weber, 1946; Williamson, 1981). According to Minnick (2013), who carried out a study about workers employed in the safety field from centralized and decentralized organizations, people working in decentralized companies are more likely to deal with role conflict and ambiguity than their peers in hierarchical and centralized companies. Hence, safety workers, who partnered up with employees of the same level, may experience lower role stress (Minnick, 2013), since they have a hierarchical and defined assignment of tasks and roles.

However, conflicting results were found in the literature, as there are studies that also support the idea that decentralized organizations present less role ambiguity and this could be explained through the role of job satisfaction. Indeed, organizational hierarchies have been empirically associated with diminished levels of employee job satisfaction, as documented by Finlay et al. (1995). In contrast, enterprises embracing decentralized structures exhibited a converse trajectory in this respect, with an inclination towards heightened job satisfaction and diminished perceptions of role ambiguity among employees (Hansen & Høst, 2012). Given that elevated levels of job satisfaction are intricately linked with reduced levels of role ambiguity, the elevated job satisfaction resulted from a decentralized structure has the potential to directly stemming from the diminished prevalence of role ambiguity (Hansen & Høst, 2012). In line with this, a study by Al-Nawafah and Almarshad (2020) found a decline in role ambiguity within decentralized organizations. Furthermore, the nexus between heightened job satisfaction and diminished role ambiguity finds corroboration in the investigative work of Kemery (2006), whose examination of Methodist Church clergy underscores this association. Here clergy members subjected to pronounced role conflict and role ambiguity exhibit a comparatively diminished sense of professional fulfillment.

In line with the mixed evidence provided by the literature, we here have the explorative goal to investigate the level of role ambiguity in individuals working in decentralized organizations.

2.2 Decentralization and Job Satisfaction.

Considering the above-mentioned relationship between role ambiguity and job satisfaction, which is an important aspect of employee's well-being, it is paramount to analyze its effect on decentralized organizations. Job satisfaction indicates the amount of workers' satisfaction, and it is measured by the relationship between employees' experiences and their needs and the relationship between their work perception and their work-related emotions (Sang et al., 2009; Ling et al., 2018). According to Zhu (2002), there are three main elements that can affect job satisfaction, being (1) the correct use of their strengths, (2) a sense of fulfillment in their job place, and (3) the accomplishment achieved through work.

Several approaches to determining job satisfaction have been conceptualized, namely situational, dispositional, and interactionist approaches (Arvey et al., 1991; Judge et al., 2001). *Situational approaches* assert that the aspects of the job could influence job satisfaction and more positive job aspects may result in increased job satisfaction (Cohrs et al., 2006). *Dispositional approaches,* instead, state that job satisfaction is strictly and almost exclusively linked to individual characteristics, therefore some people would experience high job satisfaction independently of job conditions (Cohrs et al., 2006). As supported in some studies on dispositional approaches, job satisfaction experiences very few changes over time, it is not particularly affected by job turnover (e.g., Dormann & Zapf, 2001; Staw & Ross, 1985) and may be partially originated by genetic traits (Arvey et al., 1989; Arvey et al., 1994). These two paradigms are not mutually exclusive but find

reconciliation within the *interactionist frameworks* that advocate for the concurrent integration of dispositional and situational determinants (Cohrs et al., 2006). Thus, according to this model, the interaction between individuals and the environment could affect job satisfaction (Chatman et al., 1989).

The investigative scope of our research aligns most congruently with the situational model approach, primarily owing to its emphasis on work-related attributes as pivotal determinants of job satisfaction. According to this model, all individuals present similar necessities, and these are therefore fulfilled by similar job characteristics (Franěk, & Večeřa, 2008). In relation to this approach, the Job Characteristics Model (JCM, Hackman & Lawler, 1971; Hackman & Oldham, 1976), assumes significance. This theory asserts that there are five main factors that influence job satisfaction: task identity, task significance, skill variety, autonomy, and feedback. Meta-analyses demonstrate that these factors are mainly connected to job satisfaction (Fried & Ferris, 1987; Loher et al.,1985). According to Mullins' (2011) another situational element that influences job satisfaction is the organizational structure. In centralized organizations, the main decision-making processes are carried out by managers. By doing so, they will not grant the employees the freedom to grow, reducing their motivation at work (Sun and Kong, 2016). Centralized power can lead to creativity and motivation loss, and to a low job satisfaction level. This could explain why decentralized companies tend to promote individual abilities more than centralized organizations do (Lee and Choi, 2003). This emphasis on individual development within decentralized companies boosts skills acquisition, amplified prospects for advancement, and an elevated sense of fulfillment, all of which conjoin to engender increased job satisfaction. Moreover, in highly centralized organizations, managers and employees struggle to communicate because of the status distance between them and due to strict procedures and bureaucracy. Therefore, employees feel a big gap

in power and authority. On the other hand, in decentralized organizations, the decision-making process tends to be more democratic, and employees strike up a more positive relationship with their employers, resulting in an increase in job satisfaction (Atuahene-Gima, 2003). A recent study conducted by Sun et al., (2022) confirmed these results.

Drawing upon these findings, we hypothesized that within decentralized (vs. centralized) organizational structures, employees would perceive a higher (vs. lower) level of job satisfaction.

2.3 Decentralization and Identification.

Beside job satisfaction, there is another key factor to well-being in the workplace and this is organizational identification. Identification with the company is defined by Mael and Ashforth (1992, p. 104) as *'the perception of the unicity or belonging to an organization, in which the individual is defined in terms of [the] organization in which he or she is a member'*. Hence, identification with the company is a key aspect of research regarding workers' affective and behavioral outcomes (Mael and Ashforth 1992; Van Dick 2004). Research on the relationship between employees and employers has demonstrated that identifying with a company is strictly and positively linked to factors like perception of company support and long-term commitment (De Roeck et al. 2016).

The Group Engagement Model (Tyler & Blader, 2003) suggests that organizational identification is determined by the internal and external assessment of a group's membership. The perception of external prestige indicates people's opinions of how others perceive their company, and the perception of internal respect refers to people's opinions of how their company treats them (Hameed et al., 2016; Tyler & Blader, 2003). Moreover, according to this model, decision-making processes are considered

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fundamental aspects of organizational identification (Tyler & Blader, 2003). Consistently with this theory, workers are more likely to identify with their company if decision-making processes are perceived as respectful and mirroring the remarkable consideration of the company towards the employees. Therefore, employee decision-making processes may be considered as entrusting and empowering acts that clarify the positive evaluation of employees' value from the organizations (Filippi et al., 2023). Fuller et al. (2006) provided evidence that healthcare workers actively engaged in organizational decision-making processes perceived higher levels of respect and organizational identification. In line with this, Neill, Men, and Yue (2020) found that organizational climates characterized by direct and transparent communication exert a direct and favorable influence on the employees' organizational identification.

Building on the Social Identity Theory (Tajfel, 1972), an individual's social identity is formed by their awareness of belonging to various social groups and the emotional significance they place on such affiliations. Therefore, this theory suggests that organizations' actions directly affect the identification of employees with the company (Mascarenhas et al. 2022). This theory states that companies that underline the importance of socially relevant ideas are more likely to have employees that take pride in being linked with these companies and these workers are going to identify with them (Dutton, Dukerich, & Harquail, 1994; Tajfel & Turner, 1979). Employees, for example, are more inclined to identify with organizations that have a positive image that improves their self-evaluation and fits their goal for self-improvement (Ashforth and Mael 1989; Shen et al. 2018). Furthermore, Ashforth and Mael (1989) claim that identification with the companies leads to positive employee job-related attitudes and behaviors that boost self-esteem. Several additional research found similar outcomes (e.g., Carmeli, Gilat, & Waldman, 2007; Chen, Yu, Hsu, Lin, & Lou, 2013). Furthermore, when individuals have

equal status, they acquire a sense of common identity among themselves, according to the Social Identity Theory (Brown, 2000). Power decentralization has the potential to disrupt the traditional relationship between managers and subordinates, making room for equal and peer relationships among organization members.

The Social Identity Theory has gained substantial scientific support. For instance, according to Maxwell and Knox (2009), employees are more inclined to identify with companies characterized by external positive feedback resulting from a specific and favorable brand. Moreover, Benkoff (1997) asserts that the social identity of a person is a crucial aspect of their self-concept. It guides the individual's innate instinct to be a part of socially responsible groups and organizations or organizations positively evaluated and publicly relevant. Employees always evaluate companies' activities, in circumstances of social environment as companies are thought to stick to social customs (DiMaggio & Powell, 1983; Scott, 1995).

In line with the Social Identity Theory, the group engagement model (Tyler & Blader, 2003), and considering that in companies with a high self-evaluation and self-improvement degree, there is also a stronger identification, and that self-evaluation and improvement are mostly traced in decentralized companies, it may be stated that employees are going to identify with a company to a greater extent in a decentralized organization. This assumption was also empirically supported by Filippi et al. (2023), showing that when individuals perceive that the organization's power is decentralized, they identify more with the company. This hypothesis will be examined in the present research. Consequently, in the context of decentralized organizations, we expect to find an increased degree of organizational identification.

2.4 Social Dominance Orientation as a Moderator of Job Satisfaction and Organizational Identification.

The theory of social dominance was elaborated to understand why oppression persists in human communities (Pratto et al., 1994; Pratto, Stallworth, & Sidanius, 1997; Sidanius, Pratto, & Bobo, 1996). Sidanius and Pratto (1993, 1999), conceptualized Social Dominance Orientation (SDO) as a "*general attitudinal orientation toward intergroup relations, reflecting whether one generally prefers such relations to be equal, versus hierarchical*" and the "*extent to which one desires that one's ingroup dominate and be superior to outgroups*" (Pratto, Sidanius, Stallworth, & Malle, 1994, p. 742). Furthermore, it is noteworthy that within hierarchies, social strata positioned at the bottom often exhibit a disproportionate array of attributes that contribute to the attribution of unfavorable social perceptions, such as lower prestige occupations and diminished income levels (Sidanius & Pratto, 1999).

According to the SDO theory, individuals characterized by a high degree of SDO tend to prefer the promotion of beliefs and policies that reinforce hierarchical structures. On the contrary, individuals with a low SDO tend to prefer hierarchy-reducing beliefs and practices (Choi et, al., 2018). For instance, studies have found that people with a high SDO, reject affirmative measures which attempt to reduce the hierarchy by providing resources to subordinate individuals, while individuals with a low SDO favor such policies (Gu, McFerran, Aquino, & Kim, 2014). The general welfare is not commonly the main concern of people with a high SDO (Aquino, Stewart, & Reed, 2005; Duckitt, Wagner, Du Plessis, & Birum, 2002; Kemmelmeier, 2005; Van Hiel & Mervielde, 2005). Moreover, researchers found that high SDO correlates with prejudice and unfavorable attitudes against a range of low-status groups, including women and people of colour

(Pratto et al., 1994; Sidanius et al., 1996; Unzueta, Knowles, & Ho, 2012; Zhu, Aquino, & Vadera, 2016).

In relation to prejudice, Duckitt (2001) developed a dual-process model to determine individual differences in it. This model shows dual dimensions of prejudice: Right-Wing Authoritarianism (RWA; Altemeyer, 1981) and Social Dominance Orientation (SDO; Pratto, Sidanius, Stallworth, & Malle, 1994). According to this model, SDO and RWA are not personality features, yet they indicate two aspects of ideological attitudes (Perry et, al., 2013). These dimensions are affected by personality differences and perspectives on a particular social environment perceived as menacing and unsafe compared to another environment considered safe and harmless (Perry et, al., 2013). Focusing particularly on the SDO, the dual process model (see Fig. 1, Appendix A), contends that personality differences arise from diverse socialization experiences. These impacts are likely to interact with more modern socio-environmental signals, which some people pay attention to, depending on their personality (Duckitt, 2001; Duckitt, Wagner, du Plessis, & Birum, 2002). Moreover, Perry et al. (2013) and Van Hiel et al. (2007) found a strong association between SDO and the competitive worldview.

Furthermore, the level of SDO also influences career choices. Individuals with a high SDO prefer to choose hierarchy-enhancing jobs like corporate law, in contrast to those with a lower SDO that typically choose hierarchy-attenuating careers like teaching (Pratto et al., 1994).

In conclusion, the level of SDO is also strictly linked with the relationship between an employee's well-being and their working environment. According to Nicol et al. (2011), who conducted a study on SDO in military organizations, people with high SDO benefit from being in a hierarchical working environment, leading to a higher satisfaction

degree. Further studies need to be carried out to understand the relationship between the working environment and employee's well-being by considering SDO as a moderator.

In line with the literature, we posit that, depending on its level, Social Dominance Orientation could moderate the impact of job satisfaction and organizational identification.

2.5 Aim of the present work.

The aim of the present research is to expand past correlational research (e.g., Filippi et al., 2023) by experimentally test the potential effect of decentralization in shaping role ambiguity and well-being among employees. Moreover, we also aim to check whether SDO moderate this relationship.

In line with Filippi et al. (2023), we hypothesized that organizational decentralization would lead to increased job satisfaction (**H1**) and identification with the organization (**H2**). Moreover, we aim to clarify the relationship between role ambiguity and decentralization. In line with the mixed evidence, we here advance two alternative hypotheses. On the one hand, we expect participant exposed to decentralized organizations to perceive less role ambiguity (in line with Al-Nawafah, & Almarshad, 2020; Hansen & Høst, 2012) (**H3.1**); on the other hand, we expect participants assigned to the decentralization condition to perceive more role ambiguity (following Minnick, 2013; Weber, 1946) (**H3.2**).

As secondary hypotheses the present research aims at analyzing whether social dominance orientation moderate the effect of decentralization on job satisfaction and organizational identification (**H4**). Particularly, we expect the positive effects of

decentralization on well-being to be true only for people with low levels of SDO, in line with research highlighting that people with high levels of SDO, are more likely to prefer working with a hierarchical organization (following Pratto et al., 1994; Haley and Sidanius, 2005).

Chapter 3

3.1 Participants

One thousand and sixty-four volunteering participants were recruited through social media (e.g., Facebook, Instagram) and completed an anonymous 10-minute questionnaire approved by the ethical committee of the University of Padova (protocol number 4227) and built through Qualtrics (see in Appendix B). Twenty-seven participants did not accept the first informed consent, four hundred and seventy-six participants did not reach the second informed consent and eight participants did not accept it. All these participants were therefore excluded from the experiment. Moreover, forty-seven participants were excluded because they failed the manipulation check (at the end of the questionnaire we asked which condition was presented at the beginning). Lastly, thirty-three participants were excluded because they completed the questionnaire in more than 1000 seconds, although the average time needed to finish it is 600 seconds. The valid sample consisted of 473 (360 females, 110 males, 3 non-binary) participants (age M =40, SD =12,55).

3.2 Procedure.

After providing informed consent to participation participants were randomly presented with one of two different conditions describing a fictional organization called "Sigma". Participants were asked to imagine that they were working in an organization with centralized vs. decentralized power. The centralized condition read: "Imagine you are employed at Sigma company. Sigma is a company where decisional power is centralized, namely, people in a power position decide which tasks must be accomplished

and by whom. Moreover, company objectives, wages and bonuses are established by few people in a power position. Employees at Sigma company have got a different decisional power, according to their position occupied in this company". The decentralized condition read: "Imagine you are employed at Sigma company. Sigma is a company where decisional power is decentralized, namely, you can choose which tasks must be accomplished and by whom together with your colleagues. Moreover, company objectives, wages and bonuses are established through a peer-to-peer process, together with your colleagues and NOT decided by few people in a power position. Employees at Sigma company have the same decisional power and the same entitlement to make decisions".

Manipulations were created based on the differences, illustrated by Martela (2019), between bureaucratic and self-management organizations. Particularly, when we described centralized organizations, we referred to bureaucratic companies, and when we described decentralized ones, we referred to self-management organizations. After reading the manipulation, we asked participants to answer a set of questions as workers of the company just described. The questions related to role-ambiguity, job satisfaction, organizational identification, and social dominance orientation.

During the research, we paid close attention to the use of inclusive language, adopting gender-neutral terms.

3.3 Measures

Manipulation checks

We included a ten-item perceived organizational decentralization scale, developed by Filippi et al. (2023), as a manipulation check, in order to understand if organizations described as decentralized are truly perceived as much ("Employees can all have a say in what goals my organization should pursue at any particular point in time"; "All employees can be part of the process of deciding what my organization's goals are"; "All employees can influence my organization's goals"; "In my organization, employees often decide what tasks to do through a group discussion with peers"; "All employees have a say in what tasks are needed in my organization at any particular point in time"; "All employees have a say in who is responsible for particular tasks in my organization at a particular point in time"; "The methods that employees use to do their work are often determined through a group discussion with peers"; "All employees can have a say on how to go about getting their job done inside my organization"; "In my organization, employees often determine their working schedules through a group discussion with peers"; "All employees can have a say on how to arrange working schedules inside my organization"; ranging from 1 = strongly disagree to 7 = strongly agree; α = .95; inter-item correlation = .68; M = 4.20, SD = 1.77). The scale has been translated and adapted to the experimental condition (e.g., All employees at Sigma company have a say in what tasks are needed at any particular point in time).

Moreover, through an attentional check, we examined whether participants remembered which type of organizational context was presented to them at the beginning of the questionnaire (Which organizational context did you read at the beginning of the questionnaire? Decentralized-power company or Centralized-power company?).

Role ambiguity

To evaluate perceived role ambiguity, we used a six-item scale developed by Rizzo et al., (1970) ("I have clear, planned goals and objectives for my job"; "I know that

I have divided my time properly"; "I know what my responsibilities are"; "I know exactly what is expected of me"; "I feel certain about how much authority I have on the job"; "Explanation is clear of what has to be done"; ranging from 1 = strongly disagree to 7 = strongly agree; α = .92; inter-item correlation = .67; M = 5.19, SD = 1.31).

Organizational Identification

The nine-item scale used by Manuti e Bosco (2012), for measuring the organizational identification, has been adapted to the Italian context (e.g., "I identify with the other people belonging to the organization I work for"; "I have similar features to the other people belonging to the organization I work for;" "The organization I work for reflects my being"; ranging from 1 = strongly disagree to 7 = strongly agree; α = .90; inter-item correlation = .50; M = 4.73, SD = 1.32). The scale has been adapted to the experimental condition (e.g., "I identify with the other people belonging to Sigma company"; "I have similar features to the other people belonging to Sigma company").

Job Satisfaction

To assess overall job satisfaction, an adapted the five-item scale by Keshabyan and Day (2020) ("I feel quite satisfied with my current job; "Most days I am enthusiastic about my work"; Every working day seems never-ending"; "I find my work fun and stimulating"; I consider my work rather unpleasant"; ranging from 1 = not at all probable to 7 = extremely probable; α = .88; inter-item correlation = .61; M = 4.56, SD = 1.37) The scale was translated and adapted to the experimental condition (e.g., "I feel quite satisfied with my current job at Sigma company"; "Most days I am enthusiastic about my work at Sigma company").

Social Dominance Orientation

In order to assess the Social Dominance Orientation, we used an eight-item scale, adapted to the Italian context by Di Stefano & Roccato (2005) (e.g., "Some groups of people are simply inferior to other groups"; "To get what you want, sometimes you need to act strongly against other groups"; "To be successful in life sometimes you need to step over other groups"; ranging from 1 = strongly disagree to 7 = strongly agree; α = .80; inter-item correlation = .34; M = 2.58, SD = 1.93).

Demographics

Finally, we measured gender, age, education, subjective socio-economic status of self, work occupation, type of organization in which participants work, and the rules that they have in the company.

3.4 Results

Descriptives statistics

The data analysis was done with the JASP software. Firstly, we conducted a descriptive analysis, both related to the sample, which is partially explained in paragraph 2.1, and to the scales of items used, also explained in paragraph 2.3 (frequencies analysis of social classes, degree, and employment are reported in Appendix A).

	Age	Role importance	Self- management	Role Ambiguity	Job satisfaction	Organizational identification	Social Dominance Orientation
Mean	40	4.82	4.20	5.19	4.56	4.73	2.58
Std. Deviation	12.55	1.48	1.77	1.31	1.37	1.32	1.09
Minimum	18	1.00	1.00	1.00	1.00	1.00	1.00
Maximum	75	7.00	7.00	7.00	7.00	7.00	6.00

Table 1. Descriptive statistics of the sample.

Correlations

In order to understand how the variables correlate to each other, we conducted correlational analysis. Perceived organizational decentralization, was negatively related to role ambiguity ($r = -.37$; $p < .001$). Moreover, there is a positive relationship between perceived decentralization and both job satisfaction ($r = .61$; $p < .00$) and organizational identification ($r = .63$; $p < .001$). Furthermore, concerning SDO, we found a negative relationship between perceived decentralization and social dominance orientation ($r = -.16$; $p < .001$). Perceived organizational decentralization, was not correlated with ages ($r = -.009$; $p > .05$), gender ($r = .05$; $p > .05$), educational level ($r = .06$; $p > .05$) and social classes ($r = .03$; $p > .05$). Moreover, there is a negative relationship between the importance of the role and decentralized-power organizations ($r = -.09$; $p < .05$). Hence, the more individuals perceive the decentralized power, the less essential their role is in the company.

Manipulation check

The first t-test analysis was conducted in order to understand whether or not the manipulation worked. From the analysis, indeed, it emerged that participants assigned to the decentralized organization perceive more decentralized power; $t = 18.50$, Cohen's d $= 1.70$, $p < .001$ (decentralized power $M = 5.28$, $SD = 1.22$; centralized power $M = 2.98$, $SD = 1.47$), thus confirming the effectiveness of the manipulation.
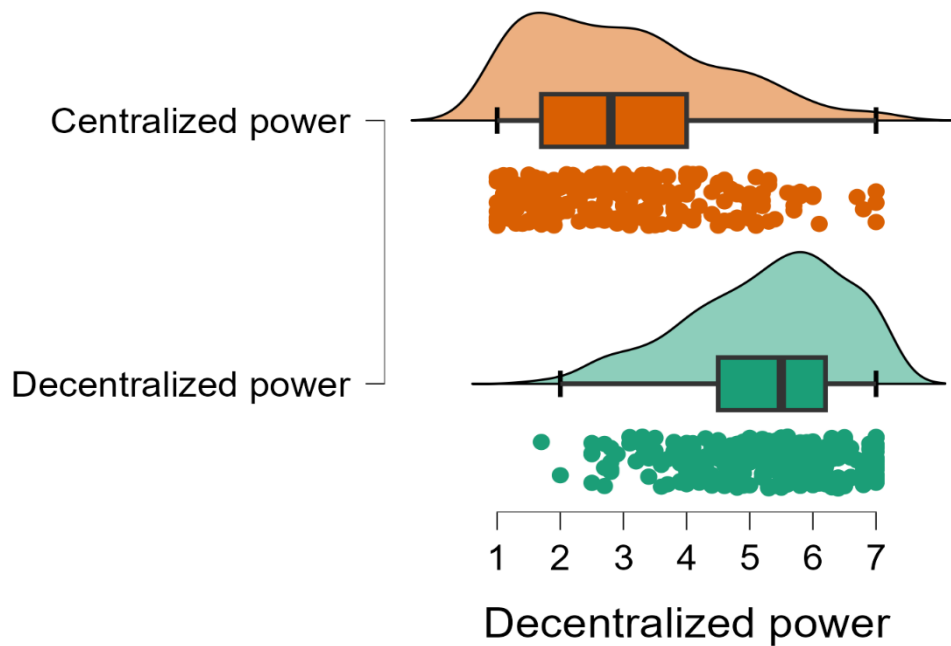

Figure 1 *Perceived decentralization of power scores between conditions.*

Decentralization Decreases Role Ambiguity

In order to test our alternative hypotheses **H3.1** and **H3.2**, we ran a t-test with the manipulation as predictor and role ambiguity as dependent variable. Results supported **H3.1**, with participants assigned to the decentralized condition perceiving decreased role ambiguity; $t = 3.87$, Cohen's d $= 0.35$, $p < .001$ (the condition with decentralized power $M = 2.58$, $SD = 1.33$; the condition with centralized power $M = 3.04$, $SD = 1.24$).
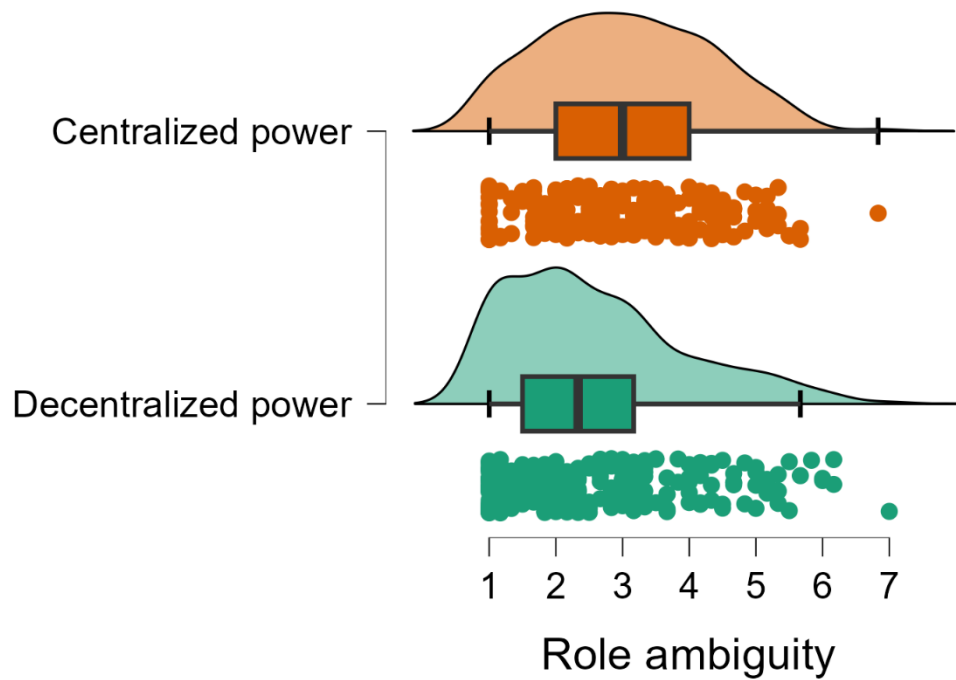
**Figure 2** *Perceived role ambiguity scores between conditions.*

Decentralization Increases Job satisfaction and Identification with the Organization

To test **H1** (job satisfaction) and **H2** (identification) we ran two t-tests, with the condition as predictor and job satisfaction and identification as dependent variables. Data supported both **H1** and **H2**, with participants assigned to the decentralized condition perceiving more job satisfaction; $t = 12.83$, Cohen's d = 1.18, $p<.001$, (the condition with decentralized power $M =5.22$, $SD =1.09$; the condition with centralized power $M =3.82$, $SD =1.27$) and increased identification with the company $t = 12.69$, Cohen's d = 1.16, $p<.001$ (the condition with decentralized power $M =5.36$, $SD =1.07$; the condition with centralized power $M =4.02$, $SD =1.21$).

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Figure 3 *Perceived job satisfaction scores between conditions.*
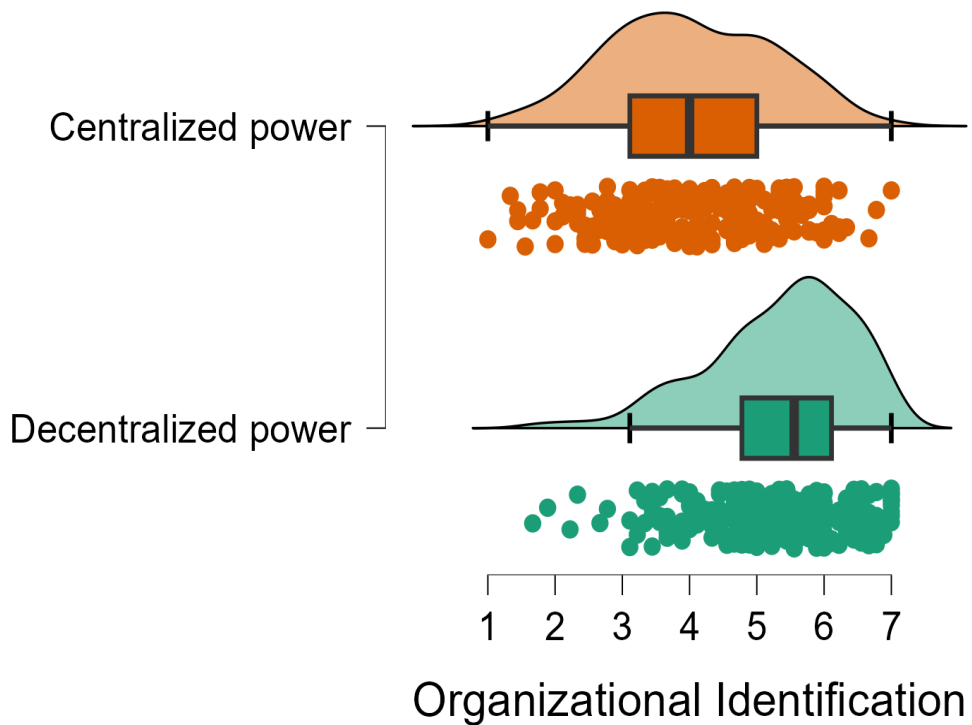
Figure 4 P*erceived organizational identification scores between conditions.*

Decentralization Reduces Social Dominance Orientation

To test **H4**, we first ran a t-test to check whether the experimental manipulation did not affect SDO scores. Contrary to what we hypothesized, SDO was modified by the experimental condition, with people assigned to the decentralization condition exerting less SDO than people assigned to the centralized condition ($t = 2.56$; $p = .01$, decentralization, $M = 2.46$; $SD = 1.02$; centralization, $M = 2.71$; $SD = 1.14$). Hence, although **H4** was not confirmed, we observed an interesting effect on the SDO.
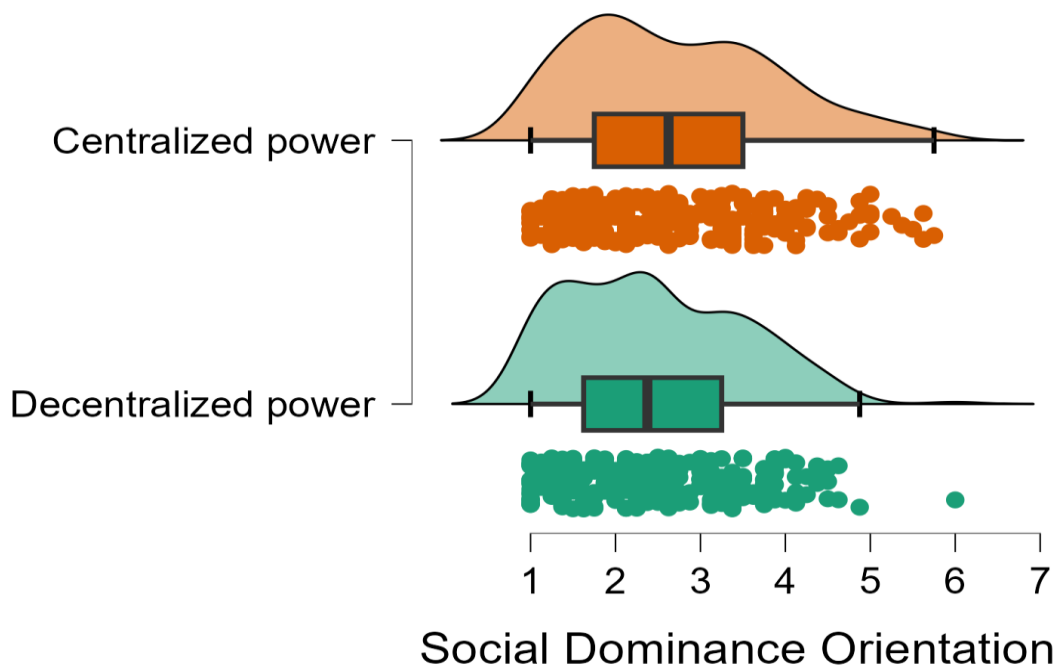
Figure 5 *Social Dominance Orientation scores between conditions.*

The Effect of the Condition on SDO is Stronger in Women

As an exploratory hypothesis, we carried out some ANCOVAs in order to understand potential moderating effects of demographic characteristics. However, no

moderating effects were found, except for the interacting effect of gender and experimental manipulation on SDO and the educational level (the effect of gender is presented in Table 9; for details, tables 6,7,8, 9 are present in Appendix A). Specifically, we found a direct effect of gender on SDO with men having a higher level of SDO; (F $(1,453) = 9.82$, $\eta p2 = 0.2$, $p = .002$).

Moreover, we also found an interaction between the experimental condition and gender (F $(1,453) = 4.40$, $\eta p2 = 0.1$, $p = .04$). Thus, particularly in the condition of decentralized power, women present a lower level of SDO.

Organizational Identification and Role Ambiguity Mediate the Effect of Decentralization on Job Satisfaction

We ran an exploratory mediation analysis with the condition as predictor, job satisfaction as outcome, and identity and role ambiguity as two potential parallel mediators, bootstrapping for 5000 resamples and 95% confidence intervals (Preacher & Hayes, 2008). In line with Filippi et al. (2023), we found an indirect effect of organizational decentralization on enhanced well-being via increased identification with the company ($b = 0.69$, $SD = .06$, 95% CI [.81; .56], $p < .001$). Moreover, we also found an indirect effect of decentralization on job satisfaction via decreased role ambiguity ($b = .05$, $SD = .02$, 95% CI [.09; .02], $p = .003$), although smaller than the effect of identification. The direct effect remained significant ($b = 0.29$, $SD = .06$, 95% CI [.42; .17], $p < .001$. Total effect, $b = 1.03$, $SD = .08$; 95% CI [1.19; .09], $p < .001$).

Path model of indirect effects between decentralization and job satisfaction, with unstandardized coefficients. Asterisks indicate statistically significant effects (p <.001).
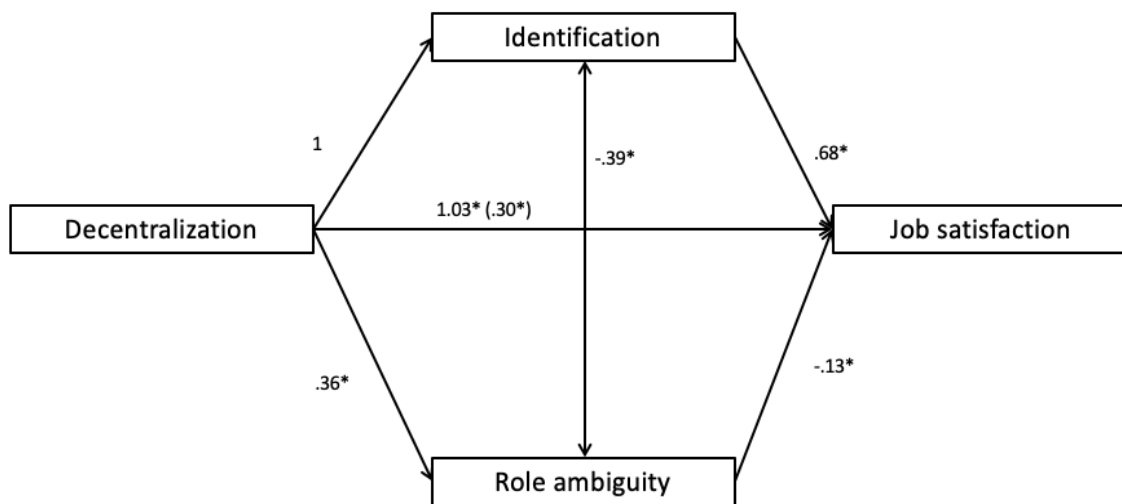
Figure 6 Path model of indirect effects between decentralization and job satisfaction, with unstandardized coefficients. Asterisks indicate statistically significant effects (p <.001).

3.5 Discussion, Limitations and Future Directions.

Discussion

The principal objective of the present study was to experimentally test the potential influence of distinct organizational structures (centralized vs. decentralized) on employee well-being and perception of role ambiguity, against the backdrop of the increasing prevalence of organizations adopting a decentralized power structure (Van De Kamp, 2014).

Two of the three primary hypotheses were supported by our data (**H2** and **H1**). Indeed, participants perceived increased job satisfaction when exposed to decentralized (vs. centralized) organizations. This result is in line with past correlational research (e.g., Filippi et al., 2023; Atuahene-Gima, 2003; Sun et al., 2022). Moreover, this finding is congruent with both the Situational Model approach and the Job Characteristics Model,

respectively asserting that the job context could influence job satisfaction (Cohrs et al., 2006) and that five major factors affect job satisfaction: task identity, task significance, skill variety, autonomy, and feedback (JCM; Hackman & Lawler, 1971; Hackman & Oldham, 1976).

Supporting **H2**, we also found that decentralization boosts organizational identification and specifically by mediation analysis we found that in decentralized companies job satisfaction is enhanced through an identification increase. These results are in line with the Social Identity approach (Tajfel, 1972), which suggests that organizations' actions directly affect the identification of employees with the company (Mascarenhas et al. 2022). In conclusion, they are also consistent with the Group Engagement model (Tyler & Blader, 2003), which states that organizational identification is established by the internal and external assessment of group's membership as well as by decision making processes.

Concerning the two alternative hypotheses of the effect of decentralization and the perception of role ambiguity (**H3.1** & **H3.2**) our results support **H3.1**, with decentralization promoting a decreased perception of role ambiguity. The results are in line with other studies previously conducted (Hansen & Høst, 2012; Al-Nawafah, & Almarshad, 2020) and confirmed especially by Hansen & Høst (2012)'s study which asserts that in case of heightened job satisfaction we observe a lower role ambiguity in decentralized organizations. Furthermore, by mediation analysis we confirmed that in decentralized companies job satisfaction is enhanced through a role ambiguity decrease. The results are also consistent with the Role Episode model (Kahn et al., 1964), which, as previously mentioned, illustrates the relationships between the role senders and the role incumbent (focal person).

Concerning the potential role of SDO as a moderator in the relationship between decentralization and well-being outcomes (job satisfaction and identification), our data did not uncover any evidence supporting this hypothesis (**H4**). Although the moderation hypothesis was not confirmed, an intriguing finding deserving discussion regarding social dominance orientation (SDO) has emerged. Specifically, participants assigned to the decentralization condition exhibited lower SDO scores compared to participants assigned to the centralization condition. Thus, when we highlight the peculiar features of an organization whose power can be somehow decentralized, we inspire people to believe that society may not be organized only hierarchically.

Even though Social Dominance Orientation (SDO) is widely regarded in the literature as a stable trait (Perry et al., 2013), in accordance with Duckitt's (2001) dual-process model, Social Dominance Orientation (SDO) and Right-Wing Authoritarianism (RWA) are not considered personality traits but rather indicators of distinct ideological attitudes (Perry et al., 2013). As a result, it is plausible that these constructs are subject to change. In line with this, there exist studies exploring the malleability of SDO, some of which demonstrate that SDO levels can increase when there is a perceived threat to the ingroup's status, leading to heightened identification with a high-status identity (Morrison & Ybarra, 2008). This could suggest that participants who identify themselves within a fictional organization characterized by centralized power may align with individuals occupying elevated roles in the company. This alignment might prompt the participants to adopt a higher level of SDO in order to sustain their perceived high-status position.

On the other side, if individuals have a high level of SDO and identify themselves as employees in decentralized companies, this type of organization may be perceived as their ingroup and consequently their level of SDO will decrease as they identify themselves in an organization where there is more equity.

Moreover, as previously stated, there is a moderator effect of gender on SDO with women having a lower level of SDO. This result has been previously found by several researchers. One of its possible explanations is the different sociopolitical behavior of women who tend to be more liberal than men (e.g., Feather, 1977) and are characterized by a lower level of prejudice (Ekehammer, Nilsson, & Sidanius, 1987) and authoritarianism (Altemeyer, 1981, 1996).

In order to comprehend better the reason of these results, it is important to replicate the study and understand which status/role participants identify themselves in.

Limitations and future directions

Although providing experimental insights on the role of organizational decentralization on employee well-being, role ambiguity and SDO, the present study also presents some important limitations. First, we did not ask participants what type of worker they identified with (CEO, office worker etc.), a factor that could potentially yield significant implications for the observed outcomes. Second, we did not measure the political orientation of the participants. This variable is relevant because it is related to the SDO construct and could also be a possible moderator. Furthermore, it's important to note that our sample consists of a greater proportion of women compared to men. This gender distribution might restrict the generalizability of our findings to the broader population. As a result, these aspects have constrained the extent to which we can explain and comprehend the implications of our results. Future studies could investigate the effect of decentralization on a sample that is more evenly divided between men and women. Moreover, in order to comprehend better the trend of role ambiguity in organizational contexts characterized by a decentralized vs. centralized power, future studies can include

both role ambiguity and role conflict variables. This is also because several models include both variables and it could be interesting to verify if the same pattern occurs also in companies with centralized and decentralized power. Furthermore, since there are different ways to decentralize power in organizations (e.g., self-management organizations and adhocratic organizations), in future research, it could be interesting to understand whether there is a way to decentralize the power that have better effect on employee well-being than others.

In conclusion, we should not take for granted that all people want to work in a context with decentralized power. For instance, there are workers that are not feeling comfortable in having responsibilities, so it is possible that they do not want to work in these companies. Personality traits indeed could be crucial factors that may affect the decision of working in decentralized organizations, possibly leading employees to prefer working in centralized organizations. Thus, in future research, we can investigate whether all workers are interested in working in decentralized companies and figure out the reason why they want to work in these organizations or not.

Conclusions

The findings from our experimental study indicate that people exposed to organizations with decentralized power exhibit higher levels of job satisfaction and organizational identification, along with lower levels of role ambiguity. Moreover, increased identification and decreased role ambiguity mediated the effect of decentralization on increased job satisfaction. As a piece of initial but intriguing evidence, we also found that decentralization decreases SDO scores. These findings could be beneficial for organizations in designing power structures to foster healthier and more fulfilling work environments.

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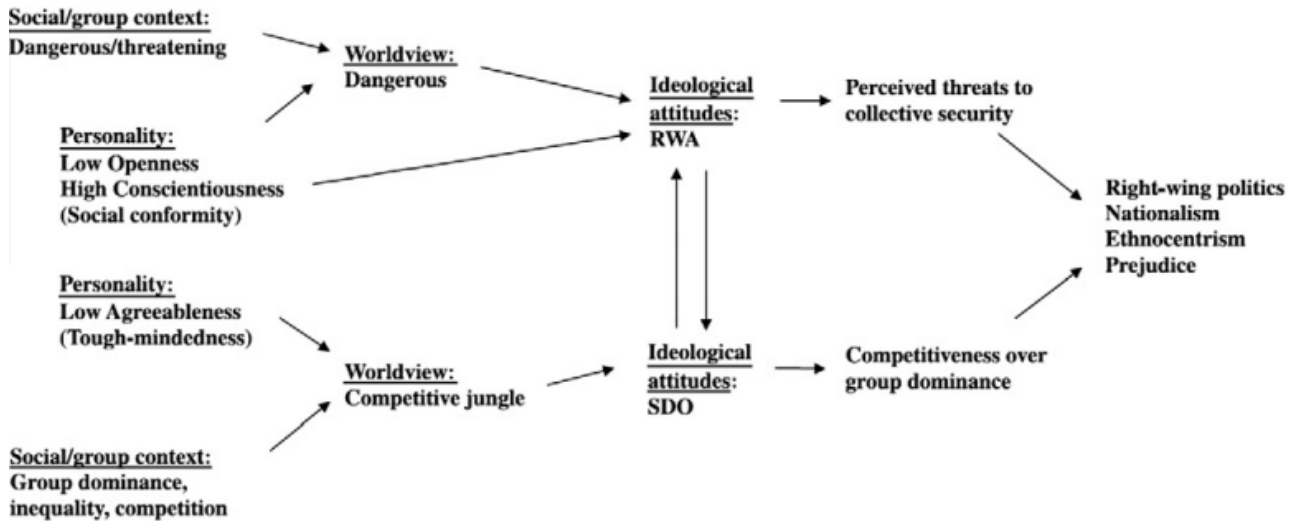
Fig 1 *A dual-process motivational model of the impact of personality, social environment, and social worldview beliefs on the two ideological attitude dimensions of RWA and SDO (adapted from Duckitt and Sibley, 2010, p. 1868; from Perry et al., 2013).*

Educational level	Frequency	Percent	Valid Percent	Cumulative Percent
Secondary school	14	2.96	2.96	2.96
Professional qualification	24	5.07	5.07	8.03
High school diploma	185	39.11	39.11	47.14
Bachelor's degree	106	22.41	22.41	69.55
Master's degree	101	21.33	21.35	90.90
Post-graduate qualifications (master/PhD)	43	9.091	9.09	100.00

Table 2 *Frequencies of the Degree of the Sample.*

Social classes	Frequency	Percent	Valid Percent	Cumulative Percent
Low class	8	1.69	1.69	1.69
Low middle class	100	21.14	21.14	22.83
Middle class	309	65.32	65.32	88.16
Upper middle class	53	11.20	11.20	99.36
High class	3	0.63	0.63	100.00

Table 3 *Frequencies of Social Classes of the sample.*

Employment	Frequency	Percent	Valid Percent	Cumulative Percent
Student	39	8.24	8.24	8.24
Working student	38	8.03	8.03	16.27
Employee	277	58.56	58.56	74.84
Self-employed	66	13.95	13.95	88.79
Unemployed	23	4.86	4.86	93.65
Other	30	6.34	6.34	100.00

Table 4 *Frequencies of Employment of the sample.*

Type of company	Frequency	Percent	Valid Percent	Cumulative Percent
Micro-company	109	23.04	23.04	23.04
Small-medium company	212	44.82	44.82	67.86
Big company	152	32.13	32.13	100.00

Table 5 *Frequencies of the type of company of the sample.*

ANCOVA - Role Ambiguity

Cases	Sum of Squares	df	Mean Square	F	p	η²p
Manipulation	4.822	1	4.822	2.990	0.084	0.006
Age	0.130	1	0.130	0.081	0.776	1.763e-4
Gender	6.006	1	6.006	3.724	0.054	0.008
Educational level	12.596	1	12.596	7.811	0.005	0.017
Social classes	0.148	1	0.148	0.092	0.762	1.998e-4
Role importance	10.690	1	10.690	6.629	0.010	0.014
Manipulation ✳ Age	0.028	1	0.028	0.017	0.895	3.794e-5
Manipulation ✳ Gender	1.741	1	1.741	1.080	0.299	0.002
Manipulation ✳ Educational level	8.143	1	8.143	5.049	0.025	0.011
Manipulation ✳ Social classes	0.101	1	0.101	0.062	0.803	1.362e-4
Manipulation ✳ Role importance	0.011	1	0.011	0.007	0.933	1.525e-5
Residuals	738.634	458	1.613			

Note. Type III Sum of Squares

Table 6 *ANCOVA of role ambiguity and demographics.*

ANCOVA – Job Satisfaction

Cases	Sum of Squares	df	Mean Square	F	p	η²p
Manipulation	0.085	1	0.085	0.062	0.804	1.351e-4
Age	0.909	1	0.909	0.663	0.416	0.001
Gender	0.418	1	0.418	0.305	0.581	6.651e-4
Educational level	13.703	1	13.703	9.995	0.002	0.021
Social classes	1.526	1	1.526	1.113	0.292	0.002
Role importance	2.128	1	2.128	1.552	0.213	0.003
Manipulation ✳ Age	1.189	1	1.189	0.867	0.352	0.002
Manipulation ✳ Gender	3.282	1	3.282	2.393	0.123	0.005
Manipulation ✳ Educational level	0.592	1	0.592	0.432	0.511	9.422e-4
Manipulation ✳ Social classes	1.163	1	1.163	0.848	0.358	0.002
Manipulation ✳ Role importance	0.147	1	0.147	0.107	0.743	2.343e-4
Residuals	627.934	458	1.371			

Note. Type III Sum of Squares

Table 7 *ANCOVA of job satisfaction and demographics.*

ANCOVA – Organizational Identification

Cases	Sum of Squares	df	Mean Square	F	p	$\eta^2 p$
Manipulation	0.152	1	0.152	0.119	0.731	2.587e-4
Age	1.444	1	1.444	1.128	0.289	0.002
Gender	0.002	1	0.002	0.002	0.968	3.423e-6
Educational level	12.369	1	12.369	9.660	0.002	0.021
Social classes	3.339	1	3.339	2.607	0.107	0.006
Role importance	1.608	1	1.608	1.256	0.263	0.003
Manipulation ∗ Age	1.160	1	1.160	0.906	0.342	0.002
Manipulation ∗ Gender	2.552	1	2.552	1.993	0.159	0.004
Manipulation ∗ Educational level	0.243	1	0.243	0.190	0.663	4.149e-4
Manipulation ∗ Social classes	1.630	1	1.630	1.273	0.260	0.003
Manipulation ∗ Role importance	3.853	1	3.853	3.009	0.083	0.007
Residuals	586.433	458	1.280			

Note. Type III Sum of Squares

Table 8 *ANCOVA of organizational identification and demographics.*

ANCOVA – Social Dominance Orientation

Cases	Sum of Squares	df	Mean Square	F	p	$\eta^2 p$
Manipulation	1.563	1	1.563	1.375	0.242	0.003
Age	0.810	1	0.810	0.713	0.399	0.002
Gender	11.170	1	11.170	9.824	0.002	0.021
Educational level	0.465	1	0.465	0.409	0.523	8.923e-4
Role importance	3.121	1	3.121	2.745	0.098	0.006
Manipulation ∗ Age	0.024	1	0.024	0.021	0.884	4.688e-5
Manipulation ∗ Gender	5.005	1	5.005	4.402	0.036	0.010
Manipulation ∗ Educational level	0.106	1	0.106	0.093	0.761	2.031e-4
Manipulation ∗ Social classes	0.059	1	0.059	0.052	0.820	1.127e-4
Manipulation ∗ Role importance	0.208	1	0.208	0.183	0.669	3.997e-4
Residuals	520.758	458	1.137			

Note. Type III Sum of Squares

Table 9 *ANCOVA of social dominance orientation and demographics.*

Online Questionnaire

MODULO INFORMATIVO E DI CONSENSO ALLA PARTECIPAZIONE E AL TRATTAMENTO DEI DATI.

Gentile partecipante,

le chiediamo il suo consenso alla partecipazione ad uno studio coordinato dalla Professoressa Caterina Suitner, dell'Università degli Studi di Padova (Dipartimento di Psicologia dello Sviluppo e della Socializzazione). Cliccando su "Accetta", la/il sottoscritta/o acconsente liberamente a partecipare allo studio.

Lo scopo di questa ricerca è di indagare come alcune caratteristiche lavorative possono influenzare il benessere dei lavoratori.

Le ricordiamo che se vuole essere a conoscenza dei risultati dello studio, o vuole avere una copia dei dati grezzi, può inviare una e-mail a silvia.filippi.1@phd.unipd.it. Come oggetto deve scrivere "benessere nelle aziende".

METODOLOGIA DELLA RICERCA

In questa ricerca le sarà chiesto di:
1. Iniziare una nuova vita in un'azienda fittizia;
2. Rispondere onestamente a una serie di domande relative a:
a) la struttura dell'azienda fittizia per cui lavora;
b) alcuni indicatori del benessere;
c) alcune caratteristiche di personalità;
d) alcune caratteristiche demografiche.

LUOGO E DURATA DELLA RICERCA

La ricerca è condotta sulla piattaforma online Qualtrics e durerà circa 10 minuti.

CONTATTI

Responsabili della ricerca e data manager: Caterina Suitner, telefono: +39 0498276362; e-mail: caterina.suitner@unipd.it; Dipartimento di Psicologia Dello Sviluppo e Della Socializzazione (DPSS) dell'Università di Padova, via Venezia 8, Padova, Italia.

Responsabili raccolta dati:
- Silvia Filippi, e-mail: silvia.filippi.1@phd.unipd.it.
- Silvia Trentin, e-mail: silvia.trentin.5@studenti.unipd.it

CONSENSO ALLA PARTECIPAZIONE E AL TRATTAMENTO DEI DATI

La/il sottoscritta/o dichiara:

1. Di essere a conoscenza che lo studio è in linea con le vigenti leggi D. Lgs 196/2003 e UE GDPR 679/2016 sulla protezione dei dati e di acconsentire al trattamento ed alla comunicazione dei dati personali, nei limiti, per le finalità e per la durata precisati dalle vigenti leggi (D. Lgs 196/2003 e UE GDPR 679/2016). Il responsabile della ricerca si impegna ad adempiere agli obblighi previsti dalla normativa vigente in termini di raccolta, trattamento e conservazione di dati sensibili.
2. Di essere consapevole di potersi ritirare dallo studio in qualunque momento, senza fornire spiegazioni, senza alcuna penalizzazione e ottenendo il non utilizzo dei dati.
3. Di essere a conoscenza che i dati saranno raccolti in forma anonima.
4. Di essere a conoscenza che i propri dati saranno utilizzati esclusivamente per scopi scientifici e statistici e con il mantenimento delle regole relative alla riservatezza.
5. Di essere a conoscenza che, la ricerca sarà effettuata con il permesso dell'organizzazione responsabile e che l'organizzazione non avrà accesso ai dati della ricerca o ai dati sensibili del partecipante.
6. Di sapere che, qualora lo desiderasse, una copia del presente modulo potrà esserle fornita dal ricercatore.

La protezione dei Suoi dati personali è designata con Decreto del Direttore Generale 4451 del 19 dicembre 2017, in cui è stato nominato il Responsabile della Protezione dati (privacy@unipd.it).

La/Il sottoscritta/o, presa visione del presente modulo, dichiara di avere 18 anni ed esprime il proprio consenso alla partecipazione e al trattamento dei propri dati personali.

Accetto   Non accetto

In questo questionario le chiediamo di immedesimarsi in una persona che lavora presso un'azienda denominata Sigma.

MANIPOLAZIONE AZIENDA CON POTERE DECENTRALIZZATO

Immagini di essere una persona che lavora presso l'azienda Sigma. Sigma è un'azienda dove il potere decisionale è decentralizzato. Ciò significa che insieme alle altre persone con le quali lavora può scegliere quali compiti devono essere svolti e da chi. Inoltre, gli obiettivi aziendali, gli stipendi e i bonus vengono definiti attraverso un processo tra pari, insieme alle persone che lavorano con lei e NON decisi quindi da poche persone in una posizione di potere. Tutte le persone che lavorano nell'azienda Sigma hanno lo stesso potere decisionale e la stessa autorità di prendere decisioni.

MANIPOLAZIONE AZIENDA CON POTERE CENTRALIZZATO.

Immagini di essere una persona che lavora presso l'azienda Sigma. Sigma è un'azienda dove il potere decisionale è centralizzato. Ciò significa che le persone al potere decidono quali compiti devono essere svolti e da chi. Inoltre, gli obiettivi aziendali, gli stipendi e i bonus vengono definiti da poche persone in una posizione di potere. Le persone che lavorano nell'azienda Sigma hanno un diverso potere decisionale, a seconda del livello in cui si trovano all'interno dell'azienda.

Le chiediamo ora di immedesimarsi in una persona che lavora presso l'azienda Sigma e di rispondere alle prossime domande:

In base alle informazioni che dispone la preghiamo di indicare quanto si trova in accordo o disaccordo con le seguenti affermazioni nel ruolo di una persona assunta nell'azienda Sigma, da una scala da 1 (fortemente in disaccordo) a 7 (fortemente d'accordo):

	Fortemente in disaccordo 1	2	3	4	5	6	Fortemente d'accordo 7
Ogni dipendente che lavora nell'azienda Sigma ha voce in capitolo in merito agli obbiettivi che l'organizzazione dovrebbe perseguire in un dato momento	○	○	○	○	○	○	○
Ogni dipendente che lavora nell'azienda Sigma può partecipare al processo di decisione degli obbiettivi aziendali	○	○	○	○	○	○	○
Tutte le persone che lavorano nell'azienda Sigma possono influenzare gli obbiettivi	○	○	○	○	○	○	○
Nell'azienda Sigma spesso si decidono quali compiti svolgere attraverso una discussione di gruppo tra colleghi e college	○	○	○	○	○	○	○
Ogni dipendente che lavora nell'azienda Sigma ha voce in capitolo su quali compiti siano necessari in un dato momento	○	○	○	○	○	○	○

Tutte le persone nell'azienda Sigma hanno voce in capitolo su chi sia responsabile di compiti specifici in un dato momento	○	○	○	○	○	○	○
I metodi utili per fare il proprio lavoro sono spesso scelti attraverso una decisione discussione di gruppo tra colleghi e colleghe	○	○	○	○	○	○	○
Ogni dipendente nell'azienda Sigma ha voce in capitolo su come svolgere il proprio lavoro	○	○	○	○	○	○	○
Nell'azienda Sigma le persone definiscono il proprio orario di lavoro attraverso una discussione di gruppo tra colleghi e colleghe	○	○	○	○	○	○	○
Tutte le persone nell'azienda Sigma hanno voce in capitolo su come organizzare gli orari di lavoro	○	○	○	○	○	○	○

In base alle informazioni che dispone la preghiamo di indicare quanto si trova in accordo o disaccordo con le seguenti affermazioni nel ruolo di una persona assunta nell'azienda Sigma, da una scala da 1 (completamente in disaccordo) a 7 (completamente d'accordo):

	Completamente in disaccordo - 1	2	3	4	5	6	Completamente d'accordo - 7
Ha degli obbiettivi chiari e pianificati per il suo lavoro	○	○	○	○	○	○	○
Sa di avere organizzato in modo adeguato il suo tempo	○	○	○	○	○	○	○
Sa quali sono le sue responsabilità	○	○	○	○	○	○	○
Sa esattamente cosa ci si aspetta da lei	○	○	○	○	○	○	○
È certa/o di quanta autorità ha sul lavoro	○	○	○	○	○	○	○
Le è chiaro ciò che deve essere fatto	○	○	○	○	○	○	○

In base alle informazioni che dispone la preghiamo di indicare quanto si trova in accordo o disaccordo con le seguenti affermazioni nel ruolo di una persona assunta nell'azienda Sigma, da una scala da 1 (completamente in disaccordo) a 7 (completamente d'accordo):

	Completamente in disaccordo - 1	2	3	4	5	6	Completamente d'accordo - 7
Si identifica con le altre persone che appartengono all'azienda Sigma	○	○	○	○	○	○	○
Ha caratteristiche simili alle altre persone appartenenti all'organizzazione Sigma	○	○	○	○	○	○	○
L'azienda Sigma riflette il suo modo di essere	○	○	○	○	○	○	○
Le piace pensare di poter continuare a lavorare per l'azienda Sigma	○	○	○	○	○	○	○
Non le piace appartenere all'azienda Sigma	○	○	○	○	○	○	○
Preferirebbe lavorare per un'altra azienda	○	○	○	○	○	○	○
Pensa che l'azienda Sigma abbia poco di cui essere fiera	○	○	○	○	○	○	○
Ha poco rispetto dell'azienda Sigma	○	○	○	○	○	○	○
Preferirebbe non dire che fa parte dell'azienda Sigma	○	○	○	○	○	○	○

In base alle informazioni che dispone la preghiamo di indicare quanto si trova in accordo o disaccordo con le seguenti affermazioni nel ruolo di una persona assunta nell'azienda Sigma, da una scala da 1 (per nulla probabile) a 7 (estremamente probabile):

	Per nulla probabile - 1	2	3	4	5	6	Estremamente probabile - 7
Si sente abbastanza soddisfatta/o del lavoro nell'azienda Sigma	○	○	○	○	○	○	○
La maggior parte dei giorni è entusiasta del lavoro nell'azienda sigma	○	○	○	○	○	○	○
Ogni giorno lavorativo le sembra non finire mai	○	○	○	○	○	○	○
Trova il lavoro nell'azienda Sigma divertente e stimolante	○	○	○	○	○	○	○
Considera il lavoro nell'azienda Sigma piuttosto spiacevole	○	○	○	○	○	○	○

Quale contesto aziendale le è stato proposto all'inizio del questionario?

○ azienda con potere centralizzato

○ azienda con potere decentralizzato

Le chiediamo ora di indicare quanto si trova in accordo o in disaccordo con le seguenti affermazioni, su una scala da 1 (completamente in disaccordo) a 7 (completamente d'accordo). Le ricordiamo che non esistono risposte giuste o sbagliate, e Le chiediamo di rispondere spontaneamente.

	Completamente in disaccordo - 1	2	3	4	5	6	Completamente d'accordo - 7
Alcuni gruppi di persone sono semplicemente inferiori rispetto ad altri gruppi	○	○	○	○	○	○	○
Per ottenere quello che si vuole, talvolta è necessario usare la forza contro altri gruppi	○	○	○	○	○	○	○
Per farsi strada nella vita a volte è necessario passare sopra gli altri gruppi	○	○	○	○	○	○	○
I gruppi inferiori dovrebbero restare al proprio posto	○	○	○	○	○	○	○
L'uguaglianza fra i gruppi dovrebbe essere il nostro ideale	○	○	○	○	○	○	○
Dovremmo fare il possibile per rendere uguali le condizioni di tutti i gruppi	○	○	○	○	○	○	○
Avremmo meno problemi se trattassimo le persone in modo più equo	○	○	○	○	○	○	○
Dovremmo sforzarci affinché tutti guadagnino cifre simili	○	○	○	○	○	○	○

Gentile partecipante, lo studio è quasi giunto al termine. Come ultima cosa, le chiediamo di rispondere ad alcune domande su di lei. Ora può rispondere basandosi sulla realtà e non basandosi sul contesto fittizio che le abbiamo presentato all'inizio dello studio.

Età in anni compiuti (in cifre)

[   ]

Genere

○ Maschile

○ Femminile

○ Non binario (è possibile specificare)

[   ]

Qual è il suo titolo di studi?

○ Terza media

○ Qualifica professionale

○ Diploma di maturità

○ Laurea triennale

○ Laurea magistrale

○ Titoli successivi alla laurea (es. Master, Dottorato)

A quale classe sociale pensa di appartenere?

○ Classe bassa

○ Classe medio-bassa

○ Classe media

○ Classe medio-alta

○ Classe alta

Qual è il suo stato di occupazione attuale?

○ Studente

○ Studente lavoratore/lavoratrice

○ Lavoratore/lavoratrice dipendente

○ Lavoratore autonomo/lavoratrice autonoma

○ Disoccupata/o

○ Altro (specificare)

Ha mai lavorato nella sua vita?

○ Si, ho lavorato

○ No, non ho mai lavorato

Nella sua ultima occupazione, in che tipologia di azienda ha lavorato?

○ Micro impresa

○ Piccola-media impresa

○ Grande impresa

Quanto è stato importante il suo ruolo nell'ultima azienda dove ha lavorato da 1 (per nulla importante) a 7 (molto importante)?

Per nulla importante - 1	2	3	4	5	6	Molto importante - 7
○	○	○	○	○	○	○

Gentile partecipante,
le chiediamo ora di rispondere ad un secondo consenso informato che si trova AL TERMINE DI QUESTA PAGINA, in questo modo potremo usare i dati che ci ha fornito.

Grazie per aver partecipato al presente studio. È nato dall'idea che il potere decisionale condiviso all'interno di un'organizzazione può avere un impatto positivo sul modo in cui i dipendenti percepiscono l'organizzazione e sul loro benessere. Nello specifico i partecipanti sono stati divisi in due versioni diverse del questionario dove è stato chiesto loro di iniziare un nuovo lavoro in un'azienda fittizia. Nella prima versione del questionario l'organizzazione viene descritta come un'azienda che presenta un potere decentralizzato (tutti i dipendenti prendono delle decisioni) e nella seconda versione viene descritta un'azienda con potere centralizzato (solo il boss prendere le decisioni).

Se è interessato ai risultati dello studio, può inviare una mail a silvia.filippi.1@phd.unipd.it e come oggetto scrivere "benessere nelle aziende".

CONSENSO ALLA PARTECIPAZIONE E AL TRATTAMENTO DEI DATI

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La/Il sottoscritta/o presa visione del presente modulo esprime il proprio consenso alla par-tecipazione e al trattamento dei propri dati personali.

Accetto	Non accetto
○	○

Se vuole lasciare un commento, la preghiamo di scriverlo nel box qui sotto. Grazie per la partecipazione!

We thank you for your time spent taking this survey.

Your response has been recorded.