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Norwegian University of
Science and Technology

The Good Ending

A Study on Terminating Innovation Projects

Oda Johanne Børeng
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A Study on Terminating Innovation Projects

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A master thesis

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3. Masteroppgave

Oppgavens (foreløpige) tittel **Terminating innovation projects**

4. Bedømmelse

Kandidatene skal ha *individuell* bedømmelse ☐
Kandidatene skal ha *felles* bedømmelse ☒

Park City, Utah Feb 10, 2016
Sted og dato

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Oda Johanne Børeng

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Vartika Sarna

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Side **1** av **1**

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In this project, we seek to understand the managerial issues related to that of terminating established innovation projects. We will study how companies terminate or kill innovative projects, and how they motivate employees to continue to be innovative after having had a previous innovation project or idea terminated.

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Merknader
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Boston, June 3 2016

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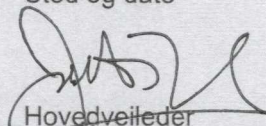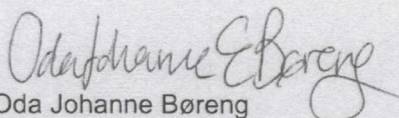| Oppgavens (foreløpige) tittel |
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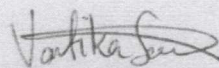
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June 30th
Austin, Texas, USA

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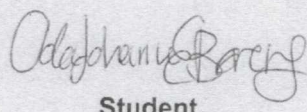| Fakultet **Fakultet for samfunnsvitenskap og teknologiledelse**	
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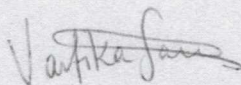**6 uker ekstra p.g.a utenlandsopphold. + 1 uke ekstra p.g.a påske.**

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Preface

The Good Ending is a master thesis that studies how the termination of an innovation project can impact the organization. More specifically, it researches how an individual's mood, feeling of psychological safety, and willingness to innovate is impacted by how the termination process supports or threatens a proponent's "face". Additionally, the thesis investigates whether or not certain situational factors, like commitment, and individual traits, like resilience, rejection sensitivity, and threat sensitivity, moderate this impact.

This thesis constitutes the final work of the Master of Science program at the Norwegian University of Science and Technology (NTNU), at the Department of Industrial Economics and Technology Management, within the master specialization Strategy and International Business Development. The study behind the thesis took place during the Spring semester of 2016 while located at the University of Texas at Austin (UT).

The research was conducted with assistance by Professor Alf Steinar Sætre at NTNU, and Professor John A. Daly at UT. We would like to thank them for the much appreciated support and input they have provided during this time.

Oslo, August 22, 2016

Oda Johanne Eikefet Børeng and Vartika Sarna

Abstract

The Good Ending investigates how different strategies for terminating an innovation project can affect proponents in various ways. Our research separates termination strategies in regard to how sensitive they are to sustain an individual's "face". While a Face-Threatening Termination strategy belittles and disrespects the proponent, a Face-Supportive Termination strategy aims to uphold the proponent's dignity and pride. Our goal was to investigate how these two classifications differed in the effect they had on employees' Mood, feeling of Psychological Safety, and Willingness to Innovate in the workplace after facing a project termination. In addition, we researched what role the level of Commitment, Resilience, Rejection Sensitivity, and Threat Sensitivity had for the impact of Face Messages on Mood, Psychological Safety, and Willingness to Innovate.

In collaboration with Professor John Daly and Professor Alf Steinar Saetre, we created a survey and distributed it to students in MSTC, MBA, and EMBA classes at University of Texas at Austin (UT). In total we received 215 valid responses. The data was analyzed using the software package IBM SPSS Statistics (SPSS) and an add-on macro named PROCESS. All data was manually transcribed into an excel-file and thereafter converted to SPSS. To be able to measure the effects of the given factors on an individual's Mood, Psychological Safety, and Willingness to Innovate, all variables were created by combining existing scales and adding relevant items to them. For instance, we applied the established scales by Woltin (2015) and Koopmann, Lanaj, Bono, and Campana (2016), Edmondson (1999), and Scott and Bruce (1994) in order to measure the outcome variables Mood, Psychological Safety, and Willingness to Innovate respectively. The validity of each of the resulting variables were checked by the use of reliability tests and comparing the resulting Cronbach's alpha to Nunnally (1978)'s recommendation for a lower limit of 0.7.

Through our research we found that the direct effect of Face Messages on the outcome variables were significant. Face-Threatening Termination was found to have a significantly more negative impact on proponents' Mood, Psychological Safety, and Willingness to Innovate than Face-Supportive Termination strategy. It was also found support for the hypothesis that people high in Commitment will experience a more negative Mood following a termination, than people low in Commitment. This was found to applicable to both a Face-Threatening and a Face-Supportive Termination. Additionally, Rejection Sensitivity was found to significantly moderate the impact of Face Messages on Mood and Psychological Safety. It was found that with high Rejection

Sensitivity, Mood and Psychological Safety had a much lower score than for individuals with low Rejection Sensitivity. The moderation effect of Rejection Sensitivity was stronger in a Face-Supportive Termination strategy than a Face-Threatening Termination.

The other moderating variables were found to be nonsignificant, thus indicating that an idea proponent is in large affected by how the termination is conducted, independently of his or her commitment to the project and individual traits. Through these findings, this thesis emphasizes the importance of being aware of how the termination process impacts employee, and thereby the innovation climate. Having this knowledge is crucial for any successful manager.

Sammendrag

Denne masteroppgave undersøker hvordan ulike strategier for å avslutte et innovasjonsprosjekt kan påvirke de ansatte på ulike måter. Vår forskning skiller mellom termineringsstrategier i forhold til hvorvidt de ivaretar en ansatts behov for tillitt og autonomitet. En "Face-Threatening" termineringsstrategi er nedverdigende og respektløs, mens en "Face-Supportive" termineringsstrategi har som mål å opprettholde den ansattes verdighet og stolthet. Gjennom denne masteroppgaven var vårt mål å undersøke hvordan disse to klassifiseringene skilte seg i effekten de hadde på den ansattes humør, følelse av psykologisk sikkerhet, og vilje til å fortsette å innovere på arbeidsplassen etter nedleggelse av et innovasjonsprosjekt. I tillegg undersøkter vi hvordan nivået av engasjement, evne til å hente seg inn, følsomhet for avvisning, og følsomhet for trusler, påvirket effekten av termineringsstrategiene på humør, psykologisk sikkerhet, og vilje til å fortsette å være innovativ.

I samarbeid med professor John Daly og professor Alf Steinar Sætre, utviklet vi en undersøkelse som ble distribuert til studenter i MSTC, MBA og EMBA studieklasser ved University of Texas (UT). Totalt mottok vi 215 gyldige svar. Dataene ble analysert ved hjelp av programvarepakken IBM SPSS Statistics (SPSS) og tilleggsmakroen PROSESS. All data ble transkribert til en Excel-fil manuelt og deretter konvertert til SPSS. For å kunne måle effekten på en persons humør, psykologisk sikkerhet og vilje til å innovere, ble ulike variabler skapt ved å kombinere eksisterende skalaer og legge til relevante punkt. For eksempel tok vi i bruk etablerte skalaer av Woltin (2015) og Koopmann et al. (2016), Edmondson (1999) og Scott and Bruce (1994) for å måle henholdsvis utfallsvariablene humør, psykologisk sikkerhet, og vilje til å innovere. Gyldigheten av hver av de resulterende variablene ble sjekket ved bruk av pålitelighetstester og ved å sammenlikne deres Cronbachs alpha til Nunnally (1978)'s anbefaling for en nedre grense på 0,7.

Gjennom vår forskning fant vi at at den direkte effekten av termineringsstrategier var signifikant. Det ble funnet av "Face-Threatening"-termineringsstrategi har en betydelig mer negativ innvirkning på de ansattes humør, psykologisk sikkerhet, og vilje til å innovere enn "Face-Supportive"-termineringsstrategi. Det ble også funnet støtte for at folk med høyt engasjement vil oppleve et mer negativt humør etter at et prosjekt blir avluttet, enn folk med lavt engasjement. Dette viste seg å gjelde for både en "Face-Threatening" og en "Face-Supportive" termineringsstrategi. I tillegg ble det funnet en signifikant verdi som tilsa at avvisningsfølsomhet moderer effekten av termineringsstrategier på humør og psykologisk sikkerhet. Det ble funnet at høy

avvisningsfølsomhet resulterte i dårligere humør og dårligere psykologisk sikkerhet enn lav avvisningfølsomhet. Den modererende effekten av avvisningsfølsomhet var sterkere i en "Face-Supportive"-termineringsstrategi enn i en "Face-Threatening"-termineringsstrategi.

De andre modererende variablene ble funnet til å være ikke-signifikante, og indikerte dermed at en ansatt i stor grad er påvirket av hvordan avviklingen av et prosjekt gjennomføres, uavhengig av hans eller hennes engasjement for prosjektet og individuelle egenskaper. Gjennom disse funnene, understreker denne oppgaven viktigheten av å være bevisst på hvordan avviklingsprosessen påvirker en ansatt, og dermed også organisasjonens innovasjonsklima. Denne kunnskapen er avgjørende for å være en suksessrik leder.

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Chapter 1

Introduction

Sir Richard Branson, the founder of Virgin Group, started his first company in 1966, only 16 years old. Today, he has been involved with close to 600 start-ups, within all kinds of industries – from airlines to wedding dresses. Some of his start-ups have proved to be immensely successful, but, at the same time, around 200 of them have failed miserably (Diamandis Kotler, 2015). This statistic is not unique to the Branson. In a 4-year study of new product development at Nokia, McGrath, Keil, and Tukiainen (2006) found that 70 % of corporate venturing investments from 1998 to 2002 were either discontinued or completely divested (Corbett, Neck, & DeTienne, 2007). In his book "Like A Virgin" (2012), Branson explains:

> There will be times when you must accept that, despite your best efforts, an idea or business cannot be saved. ... One of the reasons Virgin's enterprises have been successful over the years is that we empower our staff to make mistakes - and then learn from them. [Branson (2012), p. 205, 60]

According to Diamandis and Kotler (2015), one of the things that make Branson great at innovation is his ability to quickly iterate ideas, and to shutdown failures even quicker. Today's organizations are well aware that innovation is key to create competitive advantage, and put great effort into generating novel ideas. However, not all ideas are capable of adding value to a firm. In 1980, Apple introduced The Apple III. According to Steve Wozniak, it had a 100 % failure rate and Steve Jobs claimed that it lost the company infinite amounts of money (Hattersley, 2014). In 1996, Nokia developed the first smartphone that could email, fax, and surf the web. The only problem was that Nokia hit the market half a decade too early (Troianovsky & Grundberg, 2012), as the mobile broadband connection was not yet sufficiently developed. Both Apple and Nokia

used large amount of resources on projects that did not pay off, and which in hindsight should have been terminated before market-launch. An earlier abortion of the projects would have given Apple and Nokia the opportunity to grant resources to other more fitting ventures. In fact, Khan and Katzenbach (2009) emphasize how the successful companies are characterized by their ability to distinguish good ideas from bad and ensure shrewd handling of unsuccessful projects.

Exposing bad ideas can be a challenging task, both due to *innovation myopia* and the fear of *false negatives*, i.e. incorrect indications of failure. In 1982, Colgate introduced Colgate Kitchen Entrees, a ready-made food product that had nothing in common with their original product (Jensen, 2000). The change in their brand image confused customers, and even resulted in lower sales of Colgate's other products. The fact that Colgate pursued the idea may be explained by innovation myopia; Colgate allowed a project idea to slip through to be realized, even though it lacked strategic fit with the firm. On the other hand, false negatives encompass innovations that initially appear to be a flop, but actually contain huge potential. Organizations may therefore stick with a project in the hope of discovering value. In the late 1980's, drug-maker Pfizer began the testing of a new medicine for hypertension. As the results of clinical trials showed little improvements regarding the disease, the pill could have been labeled a failure and terminated. Instead, a side effect lead to the discovery of a major commercial success: Viagra (Chesbrough, 2003).

The business field is full of similar stories to those of Apple, Nokia, Colgate, and Pfizer, that magnify the importance of being aware of how and what to innovate, and maybe even more important; what not to pursue. Emerging research in the last decades has focused on the importance of distinguishing good ideas from bad, and on learning from failures to later achieve subsequent success (Edmondson, 1999; Shepherd, 2003; Valikangas, Hoegl, & Gibbert, 2009; Khan & Katzenbach, 2009). The research has, however, been disproportional to the study on how one should communicate the actual termination of a project, and the impact it may have on the organizational climate and the firm's ability to innovate. The aim of this thesis is to explore termination within the field of innovation further.

Once decision-makers have decided to stop feeding a project with valuable resources, their conclusion must be communicated to the rest of the firm, and specifically to the employees working on the project in question. This part of the termination process may prove to be especially challenging, and potentially harmful to the work environment and future innovation projects. In this regard, the termination process includes two

simultaneous challenges: first, that of effectively ending all activities linked to a specific innovation idea, and second, to accommodate the termination in a way that preserves the innovators' commitment and motivation for future ideas (Daly, Sætre, & Brun, 2012).

Khan and Katzenbach (2009) argue that a distinctive characteristic of successful organizations is the ability to distinguish projects with potential from projects that should be effectively aborted. While we agree, we emphasize that the process does not stop here. In order to uphold the firm's innovation ability, decision-makers must also understand how the process of aborting these projects affects the organizational climate in which they occur. In the following review, we will discuss the research questions: (1) how do different termination strategies affect employees' mood, feeling of psychological safety in the workplace, and willingness to continue innovating, and (2) how do the individual factors of rejection sensitivity, threat sensitivity, and resilience, and the situational factor of commitment moderate the impact of a termination strategy. The research questions are visualized in figure 1.1. From this figure it can be seen that we believe there is a direct relationship between termination strategies and the outcome variables, and that the moderating variables affect this relationship.
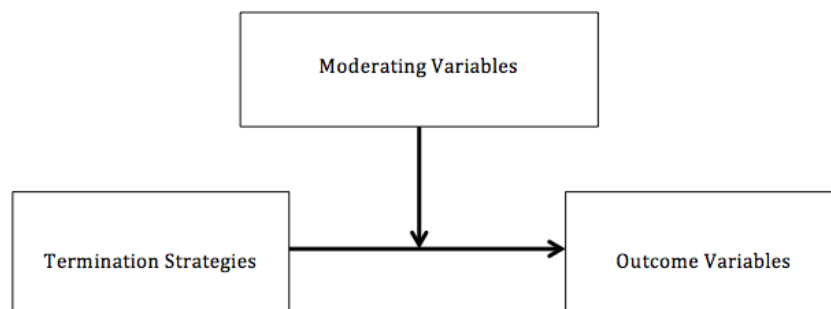
Figure 1.1. Relationship between termination strategies, moderating variables, and outcome variables.

Chapter 2

Theory

2.1 Innovation Climate

Amidst increasing competition and dynamic business conditions, the survival of an organization is often designated by its ability to innovate (Hormozi, McMinn, & Nzeogwu, 2000; Davila, Epstein, & Shelton, 2006; Luoma-aho et al., 2012). Yet, as the introductory examples illustrate, not all projects lead to success. For instance, between 1990 and 2011, 8 of 22 major product launches from Google flopped, and in total 90 of 251 projects were terminated (Weber, 2011). Naturally, any firm will at some point face the challenge of terminating a project. Termination is by many perceived as a failure, arousing feelings of shame, grief, and insecurity among those affected. In an attempt to overcome these feelings, many firms have had a tendency to sweep the termination process under the rug in order to quickly move on and refocus on the future. As a result, important learning opportunities, which could have been imperative for the success of following innovation projects, can be lost (Shepherd, Patzelt, Williams, & Warnecke, 2014). Therefore, as much as it is essential to concentrate firm resources on ideas that are aligned with the strategy and goals of the organization (Hormozi et al., 2000), firms are also in grave need of best practices for a project termination procedure to limit the possibly negative effects on employees and the innovation process.

The interdisciplinary nature of an innovation process has subjected it to indefatigable attempts to be accurately defined. The aspects of innovation are plenty, comprising everything from product to business model innovation, and incremental to radical innovation. Regardless of the innovation focus of a company, it is of collective understanding that the organizational culture and climate of the firm are important

prerequisites for the ability to innovate. The two concepts of organizational culture and organizational climate are often used interchangeably, owing to the confusion around their relationship. According to Schein (2011), this confusion is rooted in the fact that we are dealing with two abstractions that are defined differently by practically every researcher. Schein (2011) explains that climate emerges locally by the actions of leaders, the context, and the environment, while culture evolves over time through mutual experiences and shared learning. Similarly, Schneider (2000) describes an organizational climate as behaviorally oriented, representing an employee's experiences in an organization. The organizational culture is described as comprised of shared values, common assumptions, and patterns of beliefs held by organizational members. As the primary goal of this research is to examine the relationship between termination and an employee's mood, feeling of psychological safety, and their willingness to continue innovating, it does not serve the purpose well to dwell on the distinction between the two concepts of organizational culture and organizational climate. The two concepts will therefore not be distinguished hereafter, and the latter term is used in preceding discussions.

Similarly to Patterson et al. (2005), we argue that the organizational climate embodies the employees' perception of organizational events, practices, and procedures. In addition, similarly to Hormozi et al. (2000), we add that the climate will influence both the future innovation outcomes and the individuals involved, for instance through mood, psychological safety, and willingness to innovate. Researchers have demonstrated how perceived work environment influences innovation behavior (Scott & Bruce, 1994), and how leader behavior impacts the employees' perception of the climate (Amabile, Schatzel, Moneta, & Kramer, 2004). The way a leader acts will therefore influence the employees' innovation propensity. According to Mintzberg (2002), true leaders are those that stimulate engagement in others by setting a personal example. They must create a shared team orientation by inspiring innovation use, expressing need for team members and input, and communicating how valued, essential, and knowledgeable the team is (Klein & Knight, 2005). Contrarily, destructive leadership is defined as behavior that, among other, systematically and repeatedly violates the motivation, well-being, or job satisfaction of subordinates (Aasland, Skogstad, Notelaers, Nielsen, & Einarsen, 2010). When leaders communicate the decision to terminate a project to their subordinates, their exhibited behavior may determine how recipients perceive the news, and thereby how they will react to it. People respond not only to the negative news they receive, but also to the style and nuances of how they are treated in these bad-news situations (Fransen & ter Hoeven, 2011). We argue that the arduous process of terminating a project may affect the organization's climate and thus the innovation behavior of employees. To uphold a

strong innovation climate, it is imperative for managers to understand the impact different termination strategies have on employees and their ability and/or willingness to be innovative. Additionally, as an effective message framing is dependent on differences in both personalities and situations (Fransen & ter Hoeven, 2011), the impact of a given strategy may vary. Another imperative and interesting aspect is therefore to understand how moderating factors affect the reception of the termination.

In this way, our research is bifurcated. On one side, we state that a termination process engenders emotions in those affected in a way that can put the innovation climate in peril. On the other side, we believe that individual prerequisites and situational factors may moderate the effect of a termination strategy. By being aware of this interaction, managers will be better equipped to deal with the onerous duty of communicating the cessation of a project. To limit the scope of our thesis, this research focuses on the personal traits of resilience, rejection sensitivity, and threat sensitivity, and the situational factor of commitment to the project. Additionally, in this research, the effects of a termination on the innovation climate is measured by the mood, the feeling of psychological safety, and the continued willingness to innovate generated by the termination of a project. We argue that a termination process differs in regard to how sensitive it is to respondents' "face". Each of these topics – face, mood, psychological safety, willingness to innovate, commitment, resilience, rejection sensitivity, and threat sensitivity – will be introduced and discussed in regards to a termination process in the following sections. To gain a deeper understanding and to illustrate the importance of each concept, each new topic starts with real-life examples.

2.2   Termination Strategies

Hormozi et al. (2000) argue that management of unsuccessful projects not only determines the termination efficiency, but also how the termination is perceived, and therefore how it affects the organizational climate and the productivity in future projects. To minimize the negative effects of termination, they emphasize the importance of management to be especially sensitive to the needs of their employees. One such need is the desire to be respected and accepted in social interaction. Before we further this notion, important preliminary work will be presented.

2.2.1   Preliminary Work

This thesis is written as a part of a larger international research project by Professor Alf Steinar Sætre and Professor John A. Daly. Their research is focused on the termination of innovation projects. In 2013, Prestegaard & Solheim contributed to the project in their master thesis at the Norwegian University of Science and Technology (NTNU). Daly et al. (2012) and Prestegaard and Solheim (2013)'s previous work will therefore be briefly presented.

Daly et al. (2012) discovered and developed different categories of termination strategies through their exploratory research; "Killing Mushrooms: The Realpolitik of Terminating Innovation Projects". Based on interviews with key managers within the energy sector, they organized the exerted termination behavior by seven ways of communicating the termination decision; Criteria-Based, Punishing and Demeaning, Direct, Alternatives, Reorganization, Passive, and Implementation Challenges. In their research they also state that different termination strategies will vary with respect to how effectively they end the work and how accommodating they are in preserving the innovators' commitment and motivation for future ideas. Choosing the correct termination strategy is therefore of grave importance for any firm.

The interview transcripts were subsequently utilized to identify 17 unique termination strategies, each of which is listed with a short description in table 2.1, 2.2, and 2.3. Based on these 17 termination strategies and a survey distributed among the Norwegian and U.S. energy industry, Prestegaard and Solheim (2013) found that the most prevalent termination strategies in the firms studied are Cost and Positive Regard, followed by Low Priority, Risk, and No Market. Prestegaard and Solheim (2013) also found that the most effective strategies are Negative Consequences and Positive Regard, succeeded by

Table 2.1. Positive Termination Strategies

Name	Short Description	Prevalence
Positive Regard	Proponents are given a fair hearing about their idea before any decision is made.	53.6 %
Encourage Future Initiatives	Proponents are encouraged to continue with new ideas in the area even though the current project is shut down.	39.2 %

Table 2.2. Negative Termination Strategies

Name	Short Description	Prevalence
Delay	The project is delayed due to bureaucracy and postponement in making decision.	44.1 %
Remove Talent	Proponents are reassigned to other projects.	28.3 %
Negative Consequences	Proponents are told that there will be serious negative professional consequences of pushing their idea.	16.9 %
Tease & Humiliate	The project is killed by attacking the proponents' motivations.	6.70 %

Cost, Tease & Humiliate, and Review Board. Additionally, they created two new constructs based on the proponents' willingness to continue innovating and feeling of self-worth following the termination. While these were positively affected by Positive Termination Strategies, they were negatively impacted by the Negative Termination Strategies (Prestegaard & Solheim, 2013). In our thesis, we do not go into further detail on the specifics of the 17 termination strategies. Instead, as Prestegaard and Solheim (2013), we classify termination strategies on each side of the scale, as either a supportive or a threatening message.

Table 2.3. Neutral Termination Strategies

Name	Short Description	Prevalence
Cost	Proponents are told that the project is shut down due to economic considerations.	63.6 %
Low Priority	Proponents are told that the project is shut down because other projects are more important.	48.2 %
Risk	Proponents are told that there are too many risks involved to justify the project.	45.7 %
No Market	Proponents are told that their idea already exists in the market or in the firm.	45.6 %
Review Board	Proposals are referred to a review board that independently says "no".	36.1 %
Not Your Job	Proponents are told that their idea steps on some other unit's area of responsibility.	29.8 %
Missing Resources	Proponents are told that the project is shut down due to missing know-how, technology, people or acquisitions.	26.1 %
Pilot Fails	Proponents are told their project will go through pilot tests, expecting the pilot to fail.	24.0 %
Quizzed and Challenged	Proponents are quizzed about their idea at meetings until they see that the idea has little merit.	20.1 %
Intra-Organizational Problems	Proponents are told that the project is shut down due to "political" problems in the firm.	19.5 %
Spin-Out	Proponents are told that they are free to work on or sell the ideas to parties outside the organization.	7.70 %

2.2.2   Termination strategies defined by Face Messages

In 2006, China's President Hu Jintao made a visit to the U.S. President George W. Bush. Many Chinese netizens that followed his visit, regarded it as an intentional display of disrespect by the US. For one, the visit was not given the highest official form of diplomatic contact, i.e. the term of "state visit". Instead, Bush called it an "official visit", thereby demoting the value of the visit. Second, Hu was downgraded from a state dinner to a state lunch. Third, Hu was wrongfully introduced as the president of "the Republic of China", i.e. the official name of Taiwan, instead of the official name of China: "People's Republic of China". Forth, when walking off a platform with Bush, Hu started to go in the wrong direction. Instead of politely leading Hu the other way, Bush hastily reached out and grabbed Hu by his jacket, tugging and pulling him in the other direction (Mike, n.d.). The combination of these factors gave the impression that the US was belittling, disrespecting, and humiliating China.

The concept of face originated in China, and refers to a combination of one's social standing, reputation, influence, dignity, and honor (Rodgers, 2016). This concept is still widely used in Asian cultures, and has high importance in social interactions. President Hu's visit to the US made him lose face, and this was evident in a major drop in popularity among Chinese citizens. As globalization has increased the amount of business between different cultures, losing and saving face has become an increasingly important topic throughout the world. Although it has a higher importance in Asian culture, studies show that it is influential in all social settings, e.g. Brown and Levinson (1987).

According to (Brown & Levinson, 1987; Daly et al., 2012), face is defined as the value social actors claim for themselves in the public sphere. Politeness theory suggests that people carry two faces to protect: a positive face and a negative face (Brown & Levinson, 1987; Daly et al., 2012). The positive face is the desire to maintain a positive self-image, be positively evaluated, and to be accepted by others. The desire for autonomy and not to be imposed on by others is called negative face. As such, face can be seen as the very reflection of an individual's self-worth (Morand & Ocker, 2003), thereby defining his or her self-esteem and self-identity in social interactions; two important pillars of coming up with new ideas.

Communicating new ideas in social interaction can be risky as they represent a

disturbance in familiar routines (Albrecht & Hall, 1991). In the discussion of a new idea, individuals open up to the possibility of being challenged and evaluated by other organizational members, and this can potentially be threatening to their face, especially if there is a lack of predictability of the others' integrity and behavioral tendencies. Ways of communicating that are detrimental are regarded as face-threatening acts (FTA) (Albrecht & Hall, 1991). FTAs include, among others, communication where members criticize, disagree, interrupt, impose, or embarrass the idea holder (Morand & Ocker, 2003). Experiencing such face-threatening situations may leave individuals to retreat and purposely refrain from future discussions and risk-taking behavior, both of which are critical to innovation. Enacting in social interaction in a way that preserves face is therefore important to uphold an innovation climate. According to Goffman (1955), if a person encounters a Face-Supportive interaction, i.e. where his face is established as better than expected, he may feel good. Feeling good about yourself increases your self-esteem and thus your willingness to take risk and being innovative.

The perception of an innovation termination can, as a social interaction, be dependent on how well these face needs are met (Morand & Ocker, 2003). The communication of a project termination can be perceived as a FTA if the proponent is deprived of the autonomy and acceptance face requires. But by having certain social skills to preserve face during the communication, one can encourage innovative behavior (Goffman, 1955). To build these social skills and understand what is the most effective communication in the given situation, Brown and Levinson (1987) suggest understanding and analyzing the social relations in different societies by the use of perceptiveness and the will to be prideful and considerate. According to Daly et al. (2012), the most accommodating and face-supportive move managers can make is to get the idea proponents to make the termination move themselves. Daly et al. (2012) suggest that this can be done through respect, openness, and education. By sustaining respect, openness, and education in the termination procedure, the negative impact of a termination on a proponent's face is reduced. Goffman (1955) suggests two strategies for saving face. The first implies avoiding threatening situations altogether, while the second is to use corrective measures following situations where face is already jeopardized. The corrective measures include blaming the event on external factors, joking the situation away, and/or simply taking on the responsibility and asking for forgiveness.

Applying the theory from the discussion above, we define two new constructs for this thesis; "Face-Supportive Termination" strategies and "Face-Threatening Termination" strategies. These classifications are similar to how Prestegaard and Solheim (2013) defined Positive Termination Strategies and Negative Termination Strategies based on

Table 2.4. Face-Threatening and Face-Supportive Termination Strategies

FACE-THREATENING

Proponents' positive and negative face are stepped on by being teased, humiliated, disrespected, and deprived of their autonomy to decide what to work on next. The leaders do not provide explanation or feedback on the reason for project termination.

FACE-SUPPORTIVE

Proponents' positive and negative face are preserved by the use of a respectful and polite way to explain the termination of their project. The leaders express appreciation for the employees' hard work, encouraging them to continue with new ideas by providing autonomy to decide what to work on next.

the likelihood of proponents coming back with other new ideas and how valued the proponents feel. Our constructs are based on the expected effect the termination strategy will have on the proponent's face following a termination. These construct are described in table 2.4.

In Face-Supportive Termination strategies, decision makers apply their social skills to preserve the face of their employees. These strategies represents those procedures that avoid a behavior that presents threats and instead engage in communication in a respectful and polite way. Following such an experience, proponents will feel more taken care of by the leadership, and continue to feel acknowledged for their attempts and effort to innovate. On the other hand, employing Face-Threatening Termination strategies to end a project implies criticizing the proponents, teasing and humiliating them, or threatening them with negative consequences if orders are not followed. As such, the project worker may feel interrogated and overwhelmed, resorting them to avoid similar situations in the future. This results in a high likelihood that proponents won't engage in future innovative thinking in the same way as earlier.

2.3   Outcomes of Termination Strategies

Face-Supportive and Face-Threatening Termination strategies differ in regards to the effect they have on the proponents. These effects can result in reactions that significantly impact how engaged and creative employees are, how they perform their tasks, how they make decisions, and their security in the organizations (Barsade & O'Neill, 2016). This can in turn precipitate turnover intentions, increase work slowdowns, and potentially hinder the learning processes following the failure (Shepherd & Cardon, 2009). In the succeeding discussion we will focus on how termination strategies may affect the proponents' mood, psychological safety, and willingness to innovate.

2.3.1   Mood

Steve Ballmer started working at Microsoft in 1980, and served as CEO from 2000 to 2014. While leading the company through one of the most innovative technological times in history, Ballmer failed to follow every major trend, and Microsoft went from having the highest market capitalization in the world to struggling to compete (Thompson, 2013). In 2012, Ballmer was voted the "worst CEO of a large publicly traded American company" by Forbes Magazine. According to some, his failure is related to his very emotional character. Ballmer is today infamous for some of his reactions to bad news. When renowned engineer Mark Lucovsky told Ballmer he was leaving Microsoft to join Google, Ballmer picked up a chair and threw it across the room, yelling "F***ing Eric Schmidt is a f***ing pussy. I'm going to f***ing bury that guy, I've done it before, and I will do it again. I'm going to f***ing kill Google" (Russon, 2014). Ballmer had a similar reaction when Microsoft's board initially declined to purchase Nokia's mobile phone division, and this is said to be the reason for why he was eased out of the company, and retired four years earlier than planned.

Mood is an emotional state that can affect the temperament, motivation, and actions of an individual (Boundless, 2016). Generally, experiencing favorable emotions such as excitement, happiness, and trust, bring about a positive mood. Having a positive mood can enhance the person's creativity and problem solving ability, leading to an open mind and thereby greater propensity to innovate. On the other hand, negative mood entails the arousal of unfavorable emotions such as sadness, frustration, and anger, that may lead to

damaging actions committed in the heat of the moment.. Being exposed to negative moods over a longer period of time may cause an individual to feel physically ill, experience a decreased job performance, and make poor decisions that affect the whole company (Boundless, 2016).

Similarly to the individual, a company's climate can be said to have a mood. This mood is a collective measure of every employee's' emotional experience, and is thus determinantal for how work is conducted. In the case of Microsoft, Steve Ballmer was said to affect this mood negatively. As we discussed in section 2.1, a company's climate and culture are greatly investigated by numerous researches and businesses. In this research, however, it is mainly the cognitive part of a culture that is held forth. An important and impactful part that is disregarded by most studies is the emotional culture (Barsade & O'Neill, 2016). While cognitive culture is discussed in terms of the intellectual values that serve as a guidebook for how a team can thrive (Schein, 2011; Schneider, 2000; Patterson et al., 2005), emotional culture discusses the shared values that control which emotions should be expressed or suppressed by people at work (Barsade & O'Neill, 2016). Having to hide feelings can in the long-run hinder an individual to focus completely on the task at hand, leading to exhaustion and a lower ability to be creative and come up with new ideas. Therefore, having an optimal emotional culture is key to the operational effectiveness and innovation performance of a company. Barsade and O'Neill (2016) further explain that the main distinction between cognitive and emotional culture is thinking versus feeling, but the differences are also evident in how each of them are transmitted throughout the organization. Cognitive culture is usually expressed verbally, while emotional culture is expressed through nonverbal cues like body language and facial expressions. The nonverbal nature of emotional culture can make it harder to grasp and change, requiring superiors to be very attentive to it.

The lack of management of emotional culture can prove deteriorating for the company's performance (Barsade & O'Neill, 2016). Shortcomings in managerial effort to show compassion and understand situational needs can further cause employees to become indifferent and insensitive. Emotional culture influences employee satisfaction, burnout, teamwork, and even hard measures such as financial performance and absenteeism. Ubiquity Retirement + Savings is a company that registers the mood of their employees after a day of work. Each of the employees choose their mood on a five-button scale ranging from a smiley face to a frowny face on their way out of the office. The total count of this registration serves as an indication of the organizational climate. The data is then used to understand the motivation of their employees and if they feel happy and

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have fun at work, as positive emotions are consistently associated with better performance, quality, more innovation, and customer service—this holds true across roles and industries and at various organizational levels (Barsade & O'Neill, 2016).

Positive emotions are found to be positively associated with an individual's psychological well-being and health and they will help buffer against stress (Tugade & Fredrickson, 2004). According to Tugade and Fredrickson (2004), positive emotions will broaden a person's mindset, which in turn increases the person's physical, intellectual, and social resources, and thus be helpful for future innovation. After a Face-Supportive Termination process in which the proponent has been provided a thorough explanation in a respectful, understanding, and polite way, it is likely that the individual's experience is made less devastating. As such, a Face-Supportive Termination can uphold a positive mood.

On the other side, negative emotions such as anger, sadness, fear, and the like usually lead to negative outcomes, including poor performance and high turnover. On top of that, they will also interfere with the learning process (Shepherd & Cardon, 2009). The experience of a Face-Threatening Termination can brew a series of emotions in the individual affected that can cause abrupt reactions accordingly. Negative emotions will narrow an individual's mindset and compel them to behave in a specific way, e.g. to attack when becoming angry (Tugade & Fredrickson, 2004). Following this discussion, we postulate that:

> **Hypothesis 1** *Following a Face-Threatening Termination, proponents will experience a more negative mood than after a Face-Supportive Termination.*

This hypothesis is illustrated in figure 2.1. The dotted line represent a more positive relationship between mood and a Face-Supportive Termination, than with a Face-Threatening Termination.
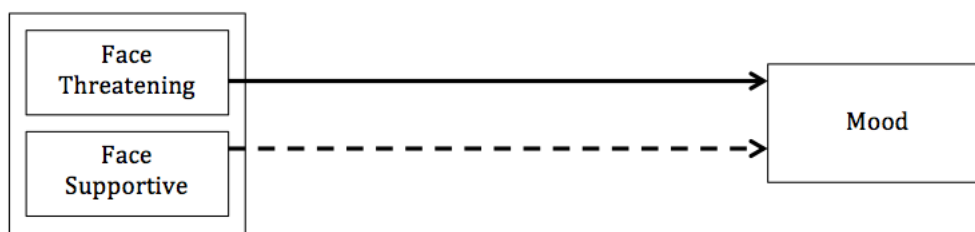
Figure 2.1. Illustration of Mood hypothesis.

2.3.2 Psychological Safety

Physician Brian Goldman claims that today's healthcare industry depicts doctors as those who make mistakes and those who do not. In doing so, people are made to believe that if those that make the mistakes are removed, we are left with a safe *system. However, as the healthcare industry consists of humans, Goldman emphasizes that mistakes happen, and that today's climate solely entails discouraging admission of these errors. Through his own experiences of making mistakes, and having trouble with admitting and talking about them, Goldman advocates a redefined medical culture. One in which physicians are not proud of making mistakes, but strive to learn from them and prevent colleagues from making the same errors by talking about them. He emphasizes the need to point out other people's mistake, but "not in a gotcha way, but in a loving, supportive way so that everybody can benefit", and is supported for doing so (Goldman, 2012).*

The environment Goldman is referring to is one that is psychologically safe. Psychological safety is defined as the shared belief that a team is safe for interpersonal risk taking (Edmondson, 1999). According to many researchers, e.g. Schneider and Smith (2001), Tordera, González-Romá, and Peiró (2008), psychological safety is vital to the work environment, as it unites the degree of supportive relationships and the degree to which innovation is promoted in an organization. The degree of psychological safety is related to the openness of communication and the tolerance among team members, which foster an environment for risk propensity. It is therefore a central concept for remaining innovative and cooperative when facing changes. In order for employees to dare to contribute novel ideas and thoughts, it is imperative that the climate empowers them to use their voice (Edmondson & Lei, 2014). In such environments, team members are comfortable to express themselves freely, and do not hold back ideas in fear of rejection or due to risk. This safety is cultivated through a punishment-free environment (Edmondson, 2004). R. Sethi and Sethi (2009) and West (1990) (p. 312) both show that risk propensity is correlated with promoting innovation. Accordingly, the higher employees' willingness to take risk, the more openly they will discuss ideas. As the employees are free from the fear of punishment, constructive criticism can be more frankly expressed and ideas can be further advanced. In this regard, work environments with higher psychological safety are more prone to deliver well developed ideas, thus increasing the probability for success.

When an innovation project is terminated, the psychological safety in the workplace may
be threatened as the termination may provoke a feeling of disappointment and insecurity.
During the termination, employees must therefore be assured that the change in work
tasks will not jeopardize their feeling of identity and wholeness. According to Schein
(1993), these feelings are sustained in a psychologically stable and safe environment. In
a Face-Supportive Termination, proponents are listened to, assured that their efforts have
been acknowledged, and given the security of choosing their next project. In this way,
the manager strives to uphold a trusting and open relationship, making the proponent feel
psychologically safe to voice concern and take risks in the future. A Face-Threatening
Termination can exacerbate the feeling of disappointment and insecurity because of the
humiliating nature of the termination strategy. In this situation the manager does not
provide an explanation for the termination, thus stripping the idea proponent of her work
security. This insecurity can spread throughout the company, and in turn make
proponents more reluctant to innovate in the future. Following this discussion, we
postulate that:

> **Hypothesis 2** *Following a Face-Threatening Termination, proponents will*
> *feel less psychologically safe than after a Face-Supportive Termination.*

This hypothesis is illustrated in figure 2.2. The dotted line represent a more positive
relationship between psychological safety and a Face-Supportive Termination, than with
a Face-Threatening Termination.
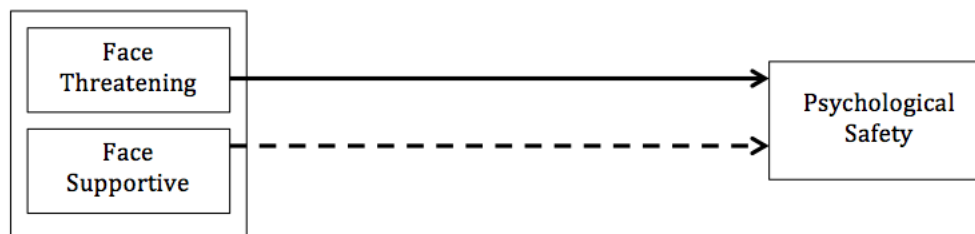
Figure 2.2. Illustration of Psychological Safety hypothesis.

2.3.3 Willingness to Innovate

Google has been named the "Best Company to Work For" by the Great Place to Work Institute and Fortune Magazine several years in a row (Martin, 2015). In large, this is due to their organizational climate and how they consistently continue to motivate employees. The company knows that great ideas cannot be forced, and therefore focus on cultivating a creative climate by providing employees with autonomy and a relaxed environment, including allowing them to use 20 % of their work hours to work on their own initiatives. According to founders Larry Page and Sergey Brin, this makes their employees willing to be more creative and innovative (D'Onfro, 2015).

To realize the continuous development of innovations, individual employees need to be both willing and able to innovate (De Jong & Den Hartog, 2010). Early studies on innovation described its process as the exploration and generation of new ideas, mainly dependent on an individual's level of creativity. According to Amabile (1983) any individual is capable of some degree of creativity, and therefore also capable of being innovative. One firm that breathes life into this idea, like mentioned in the introductory example, is Google. By giving all their employees paid time to work on their own initiatives, they show that they believe that all individuals are capable of being creative and innovate. Still, some researchers have focused on identifying what makes certain people more suitable innovators. Often, they search for the specific characteristics of creative people that increase the probability of successful innovation. Dewett (2006) argues that an individual's ability to innovate is dependent on both individual differences and contextual factors. He emphasizes the importance of individual traits such as self-confidence, flexibility, attraction to complexity, and risk taking. As for contextual factors to be innovative, he includes those of encouraging management and psychological safety. In a study, using 1164 employees in an American research and development firm, Dewett (2006) develops the measure of willingness to take risks (WTR). WTR is a state that represents an employee's willingness to take chances that are intended to be organizational productive. He finds that if employees are willing to take risks, the organization has a climate for creativity and will thus generate more novel ideas.

Recent research has shown that the actual generation of the idea is not enough, the innovation process is more complex and includes several succeeding steps (e.g. King & Anderson, 2002, in De Jong and Den Hartog, 2010). De Jong and Den Hartog (2010) agree that individual innovation begins with problem recognition and the generation of

ideas or solutions. But they extend the innovation process by emphasizing that the individual must also seek support for the idea, and help realize the actual implementation of the idea. These steps can include a lot of bureaucratic and repetitive work, and one must be willing to invest a lot of time to tasks that could be deemed uncreative and "boring". However, being successful at innovation entails being able and willing to fulfill each steps. Without selling or realizing the idea, it will not become an innovation. Farr and Ford (1990) introduced the concept of individual innovative work behavior (IWB), which has since been discussed by a number of researchers (Scott & Bruce, 1994; Janssen, 2000; De Jong & Den Hartog, 2010). IWB can be defined as an individual's behavior that aims to achieve the initiation and intentional introduction of new and useful ideas, processes, products or procedures (De Jong & Den Hartog, 2010). This behavior can arguably be measured by the four steps of (1) opportunity exploration, (2) idea generation, (3) championing, and (4) application. The two first steps are similar to the discussion around individual creativity, and are sometimes merged as a combined step (e.g. Scott and Bruce (1994)). The third step, championing, deals with the process of selling the idea to others. Daly (2011) emphasizes the importance of the opportune timing of presenting an idea. He explains that being too early or too late can make an idea worthless (p.188). Championing can thus affect the level of investment, support, and integration of the idea, as well as budgets, project termination decisions, and strategy innovativeness (Markham & Griffin, 1998; Markham, Green, & Basu, 1991). Finally, application of the idea entails implementing the idea into practice, and making it a part of the organization (De Jong & Den Hartog, 2010). Together, these four steps explain the process of successful innovation. A good individual innovative work behavior is thus imperative for the continuous improvement of an organization. According to both De Jong and Den Hartog (2010) and Scott and Bruce (1994), IWB is in large influenced by the organization's climate and leadership-style.

The leadership-style exhibited under a Face-Supportive Termination offers autonomy, support, and trust. Through this, decision-makers galvanize subordinates to take more risks and come up with novel ideas (Scott & Bruce, 1994). The displayed leadership also cajoles employees to take part in discussions, thus enhancing their sense of self-determination, control, and responsibility for creating value (De Jong & Den Hartog, 2010). Like in the art of championing, decision-makers that master the skill of selling a termination can affect the level of investment to a project, thus being able to thwart the project and still maintain employees' willingness to continue innovating.

Failing to praise the employees' work on faltering initiatives, and instead blaming and keeping them responsible are typical characteristics of a Face-Threatening Termination.

Proponents will feel deprived of their autonomy, inducing a feeling of insecurity that can result in lower levels of WTR. A reduction in WTR will in turn influence an individual's IWB, eventually affecting the willingness to innovate negatively. We therefore postulate that:

> **Hypothesis 3** *Following a Face-Threatening Termination, proponents will be less willing to innovate than after a Face-Supportive Termination.*

This hypothesis is illustrated in figure 2.3. The dotted line represent a more positive relationship between willingness to innovate and a Face-Supportive Termination, than with a Face-Threatening Termination.
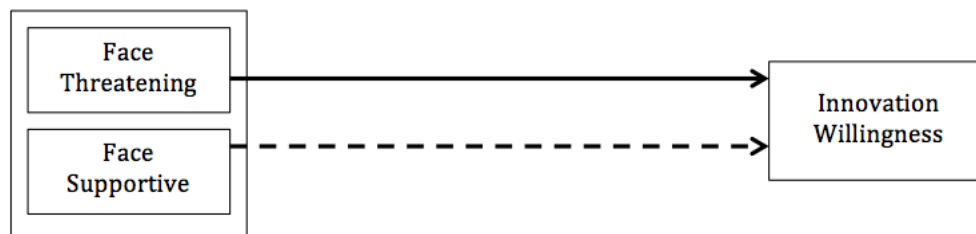
Figure 2.3. Illustration of Willingness to Innovate hypothesis.

2.4 Factors Moderating the Effects of Termination Strategies

The second part of our thesis is to investigate how moderating factors can affect the reception of the project termination. In the preceding sections we discussed how effects of a termination on the individual's mood, psychological safety, and willingness to innovate are likely to vary depending on the use of Face-Supportive and Face-Threatening communication. However, as Fransen and ter Hoeven (2011) argue, effective message framing is also dependent on differences in both personalities and situations. The resulting mood and behavior induced can therefore vary, depending on the individual in question. In the succeeding sections, we will study how the factors commitment, resilience, rejection sensitivity, and threat sensitivity may exacerbate or appease the provoked effects of a project termination.

2.4.1 Commitment

> *Had it not been for the commitment of one man, today's McDonald's restaurants would probably not have their most famous burger, the Big Mac, on their menu. Jim Delligatti proposed the idea to McDonald's in 1967, but the executives were not initially impressed. Delligatti persisted, and was finally permitted to test his idea, but only at one restaurant and only using existing McDonald's products. However, as McDonald's burger buns were too small to hold the ingredients intended for the Big Mac, Delligatti disregarded his instructions and took it upon himself to order the necessary larger sesame rolls. Soon after, sales increased and McDonald's restaurants everywhere put it on their menu (Daly, 2011) (p. 3).*

The construct of commitment has been defined by many researchers. Some highlight the strong belief in an idea, the responsibilities due to an agreement, and loyalty to the task, whereas others emphasize the expectation of certain behavior, including dedication and passion, towards a job (Liou, 2008). Regardless, commitment is seen to stabilize individual behavior in different situations, empowering social endeavours; such as projects. Encouraging commitment is therefore essential for generating successful ideas. Commitment towards a project usually stems from intrinsic value, and individuals are usually more creative when they can be passionate about what they are doing (Shepherd & Kuratko, 2009). An example of this is how Jim Delligatti creatively brought Big Mac

to McDonald's through his passion and commitment to the idea.

As a project evolves, commitment grows stronger (Behrens & Ernst, 2013), and proponents may even develop a level of overcommitment. This is a natural consequence of the attachment a project worker develops to the task, by investing time and effort in their work. Often, due to overcommitment, individuals and organizations continue in a losing direction justified by sunk cost and reasoning to continue gambling to make up for earlier investments (Staw & Ross, 1989; Behrens & Ernst, 2013). This escalation of commitment is one of the reasons why it can take a long time for a team or individual to realize that their project is in trouble (Van Oorschot, Akkermans, Sengupta, & Van Wassenhove, 2013). As such, escalation of commitment can be one of the major elements causing termination inertia, i.e. the reluctance to effectively end a project.

Effectively overcoming termination inertia involves the process of de-escalating the commitment. Sarangee, Woolley, Schmidt, and Long (2014) define de-escalation of commitment as the withdrawal or reversal of an overcommitment to a failing endeavor. Simonson and Staw (1992) compare several de-escalation strategies that are designed to make decision-makers more responsive to the available evidence on project performance and development. The three most effective strategies are suggested to be: make negative outcomes less threatening, set minimum target levels that must be reached, and evaluate decision makers on the basis of their decision process rather than on outcome. Simonson and Staw (1992) and (Behrens & Ernst, 2013) highlight the positive outcomes following the use of external measures. Objectifying the evaluation process and/or the decision-makers can make proponents more inclined to consider the information provided seriously. The firm will be more open to take remedial actions that facilitates de-escalation by changing the attitude towards failure into something positive (Sarangee et al., 2014). People with higher levels of personal commitment to a project will be more prone to react negatively than people with low levels of commitment. Only after the commitment is normalized will all proponents accept the termination, and allow it to unfold. Individuals with higher level of commitment (and even overcommitment) to a project may therefore experience more severe repercussions following the termination.

When a project is terminated by a Face-Supportive Termination strategy, the proponents of a project get the chance to be heard through conversation and explanation. Giving individuals the time to understand what went wrong can help them de-escalate their commitment to the project, and thereby disengage from the it. This will help the individuals realize that the loss has already occurred and nothing can be done to change the decision. They can therefore leave the conversation in a positive mood, encouraged

to continue taking risks and speaking freely about the termination that occurred for others to learn from it in the office. Conversely, the use of a Face-Threatening Termination strategy can make proponents feel imposed on by their supervisors. The proponents may be obstructed from understanding the cause of the termination, making them reluctant to disengage from the project as they are still committed and have great belief in its potential. The negative feedback can engender a negative mood and end up annihilating the proponents' motivation and deter their self-esteem for future innovation projects. In subsequent projects, employees may no longer wish to commit effort and passion to ideas, because they do not feel safe and doubt that their supervisor will take their opinions seriously. We therefore postulate that:

> **Hypothesis 4a** *I) People high in commitment will experience a more negative mood following a termination than people low in commitment. II) The effect of commitment on mood is stronger with a Face-Threatening Termination strategy than a Face-Supportive Termination strategy.*
>
> **Hypothesis 4b** *I) People high in commitment will feel less psychologically safe following a termination than people low in commitment. II) The effect of commitment on psychological safety is stronger with a Face-Threatening Termination strategy than a Face-Supportive Termination strategy.*
>
> **Hypothesis 4c** *I) People high in commitment will be less willing to innovate following a termination than people low in commitment. II) The effect of commitment on willingness to innovate is stronger with a Face-Threatening Termination strategy than a Face-Supportive Termination strategy.*

These hypotheses are illustrated in figure 2.4. The dotted lines represent a more positive relationship between the three outcome variables and a Face-Supportive Termination, than with a Face-Threatening Termination, and that commitment has a lesser impact on the relationship first mentioned.
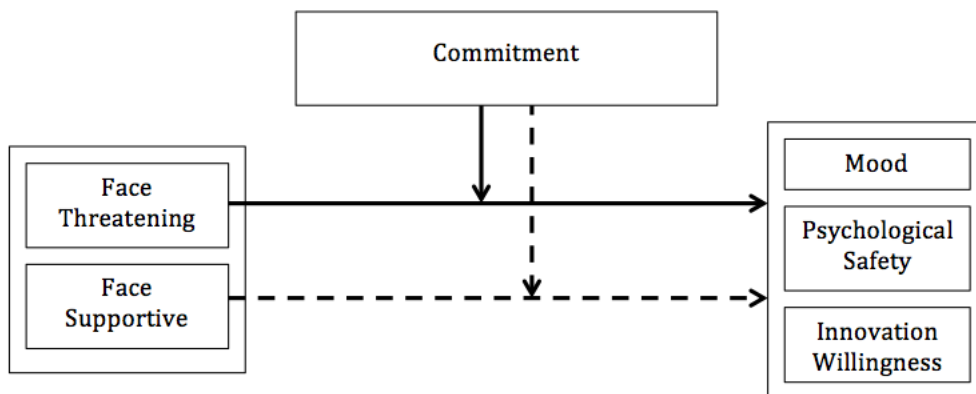
Figure 2.4. Illustration of Commitment hypotheses.

2.4.2 Resilience

In 1994, William Bratton was elected the new police commissioner of New York City. With this, he became the leader of a police force reknown for being incapable of hindering crime. He was faced with the challenge of dealing with a demotivated staff, limited resources, opposition from powerful interests, and an organization that liked to stick to the status-quo. However, in only two years time, Bratton managed to turn NYC into the safest large city in the American nation. His achievement can be explained by, among other, his ability to communicate the problem to his subordinates and using himself as an example. Instead of pointing at numbers that should be improved, Bratton put his subordinates face-to-face with challenges, making them understand the need for change. To enlighten them about the crime prevalent at the NY subway, he required all employees, starting with himself, to use the subway as transportation means. Thus, it was also in the senior staff's interest, who had previously only used private cars, to decrease the crime that affected most New Yorkers in their daily life (Kim & Mauborgne, 2003). Bratton managed to do something many had thought would be impossible. He had the hope, self-esteem, outcome expectancy, and belief that NYPD could do better.

Luthar, Cicchetti, and Becker (2000) explain resilience as a dynamic process encompassing adaptation within the context of significant adversity. Being a resilient individual entails two critical conditions. The first is that the individual has been exposed to a significant threat or adversity. The second condition is that positive adaptation is achieved undeterred by the violation of instructive process. A person that fails to comply to one of these conditions, i.e. recover from the threat or adversity experienced, is said to have low levels of resilience.

To further explain the importance of resilience, Moenkemeyer, Hoegl, and Weiss (2012) established a new construct called 'individual resilience potential' (IRP). IRP is defined as the malleable qualities that are shared of both innovation and resilience ability. Six components were found to affect the potential an individual has to perform again in future innovative tasks and to cope with future setbacks. These are outcome expectancy, self-efficacy, optimism, hope, self-esteem, and risk propensity. Many of these were evident in William Bratton's personality in how he reconstructed the work at NYPD, and may have been a factor in why he was so successful. More specifically, outcome expectancy represents the belief that fulfilling assignments will produce the desired

outcomes, while self-efficacy represents the belief that an individual have the capabilities to fulfill a task. Both of these are important for innovation in that they provide the individual with the confidence to achieve change. Optimism allows individuals to allocate positive events to personal, permanent, and pervasive causes, and negative events to external, temporary, and situation-specific factors. Hope allows individuals to turn obstacles into challenges and learning opportunities. An individual's self-esteem relates to their perception of themselves, and positively affects motivation and creativity. Finally, risk propensity is referred to as the process of calculating actions to make effective decisions to reach goals, with a clear recognition of the potential of loss. Risk propensity is imperative for both being innovative and recover from mistakes. As IRP represents the potential an individual has to perform again in future innovative tasks and to cope with future setbacks, having high levels of IRP, can make it easier to bounce back from a project termination.

Individuals that accept a termination by focusing on learning from possible mistakes to continue building on unfinished ideas, can be seen as people high in resilience and IRP. High resilience reflects a person's ability to bounce back from a failed project and start over without letting it coming in the way of their future work, and IRP helps to continue innovating. This ability to recover from negative emotional experience is associated to psychological resilience (Tugade & Fredrickson, 2004). High resilience thus helps broaden a person's mindset, which in turn increases the person's physical, intellectual, and social resources, and thus be helpful for future innovation. These individuals will therefore be more buoyant to accept a termination. When an individual has low levels of resilience, encountering a project termination can prove more harmful and trigger more negative emotions. Without resilience, this negativity is believed to be placed deeper within the individual, leading to entrenching an individual's mindset, hindering the potential to cope, reflect, and learn.

By definition, a Face-Threatening Termination is a negative experience, that hinders individuals to process their emotions or discuss the situation. In the end, the individual can be left feeling discouraged, excluded, and worthless. These feelings will induce a bad mood, and are assumed to significantly negatively influence the sense of both psychological safety and the willingness to innovate an individual has. In a Face-Supportive Termination, people low in resilience have a greater opportunity to talk about the issue to understand the reasoning behind the termination. Additionally, during a Face-Supportive Termination managers openly express gratitude and appreciation for the meritorious work put into the project, thus helping to improve the proponent's mood after the termination and remove uncertainty. Further, this is believed to help decrease

the negative effect on psychological safety and willingness to innovate in the future. We therefore postulate that:

> **Hypothesis 5a** *I) People with low resilience will experience a more negative mood following a termination than people with high resilience. II) The effect of resilience on mood is stronger with a Face-Threatening Termination strategy than a Face-Supportive Termination strategy.*

> **Hypothesis 5b** *I) People with low resilience will feel less psychologically safe following a termination than people with high resilience. II) The effect of resilience on psychological safety is stronger with a Face-Threatening Termination strategy than a Face-Supportive Termination strategy.*

> **Hypothesis 5c** *I) People with low resilience will be less willing to innovate following a termination than people with high resilience. II) The effect of resilience on willingness to innovate is stronger with a Face-Threatening Termination strategy than a Face-Supportive Termination strategy.*

These hypotheses are illustrated in figure 2.5. The dotted lines represent a more positive relationship between the three outcome variables and a Face-Supportive Termination, than with a Face-Threatening Termination, and that resilience has a lesser impact on the relationship first mentioned.
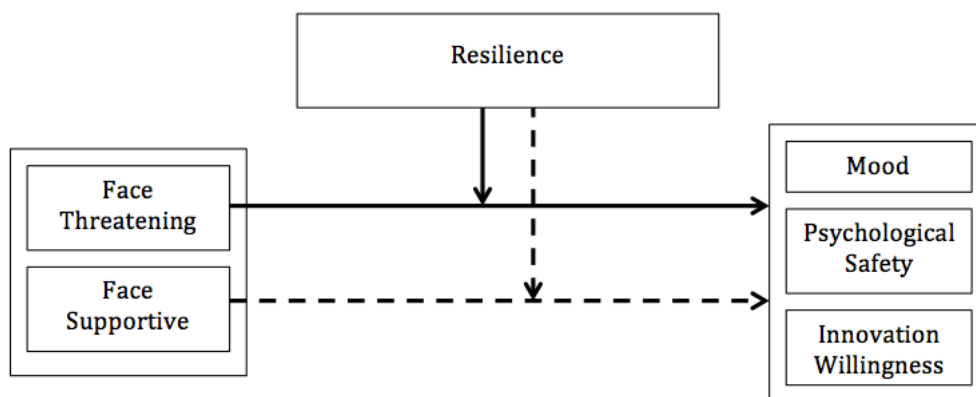
Figure 2.5. Illustration of Resilience hypotheses.

2.4.3 Rejection Sensitivity

J.K. Rowling is the author of the extremely popular book series of Harry Potter. Though she is today regarded as one of the most successful women alive, she had to overcome several obstacles to get where she is. While working for Amnesty International, she spent most of her days daydreaming about writing stories (Horowitz, 2011). After being fired by her employer, she decided to follow her dream, writing the first book while living and supporting her daughter on benefits. According to herself, she was rejected by the first agent she reached out to, and by 12 different publishers before her book was finally picked up by Bloomsbury (Flood, 2015). Had it not been for Rowling's persistence and disregard for rejection, Harry Potter and his magical wizard-world might still be kept a secret between her and her daughter.

In an attempt to define the phenomenon of rejection sensitivity, Downey, Khouri, and Feldman (1997) suggest describing it as the disposition to anxiously expect, readily perceive, and intensely react to a rejection. The consequences of high rejection sensitivity are consistently dysfunctional (Downey, Freitas, Michaelis, & Khouri, 1998), because it promotes self-protective behaviors that impede the development of significant relationships and ultimately erodes the social relationships that people enter, thus evoking further feelings of rejection.

Through their research, Baumeister and Leary (1995) found strong effects of social relationships on emotional patterns and on cognitive processes, meaning that people are affected by their social experiences. They found that a lack of social interaction can prove harmful to health, adjustment, and well-being. Further, they found that social relationships form a sense of belonging that is a powerful, fundamental, and pervasive motivation for individuals. Engagement in conversations often makes it possible for ideas to be shared, beliefs to be changed, and opinions to be challenged. In this way, engaging in social relationships is directly connected to the ability to be innovative. As ideas emerge from a person's mind, in one way they represent a part of an individual, their identity, and their hard work to enforce the project. However, some people find it overwhelming to establish and maintain social relationships due to the fear of rejection (Berenson et al., 2009). Not only are people afraid of social rejection, but also the rejection of their ideas. People with high rejection sensitivity will be more likely to refrain from idea discussions, and will thus be less likely to come up with innovations or share the ones they have already come up with. People who are high in rejection

sensitivity will more strongly try to gain acceptance and try to avoid rejection at all costs.

A project termination can be seen as a rejection to the work a proponent has conducted. According to Berenson et al. (2009), the degree of how affected one is by this rejection depends, among other things, on how rejection sensitive that person is. When they are shut down, their relationship with the manager may be jeopardized. This can entail the deterioration of the employee's motivation and feeling of psychological safety. It would therefore be natural to assume that people who are high in rejection sensitivity would be more negatively affected by a boorish project termination than people who are low in rejection sensitivity. People who are low in rejection sensitivity do not toil for acceptance while compromising their well-being. When they receive a harsh termination message, they would not feel as affected as people who are highly rejection sensitive. Therefore, it would be natural to assume that their mood, feeling of psychological safety, and their willingness to innovate is less negatively affected by the termination.

In a Face-Supportive Termination strategy, a manager strives to uphold a good social interaction between her and the project proponents. She allows the employees to discuss the project and listen to what they have to say without humiliating or belittling them or their ideas. Proponents that are highly sensitive to rejection will thereby feel more respected and can perhaps overcome the initial emotional reaction to rejection. The manager minimizes the dangers of the termination by expressing appreciation and offering the possibility to choose the next project. After a Face-Threatening Termination, on the other hand, the managers exhibit the behavior feared by proponents with high rejection sensitivity. Thus, the experience intensifies this belief and might even increase the level of sensitivity in the future, leading to a lower propensity to engage in social interactions and taking risks. Hence, we postulate our hypotheses:

> **Hypothesis 6a** *I) People high in rejection sensitivity will experience a more negative mood following a termination than people low in rejection sensitivity. II) The effect of rejection sensitivity on mood is stronger with a Face-Threatening Termination strategy than a Face-Supportive Termination strategy.*

> **Hypothesis 6b** *I) People high in rejection sensitivity will feel less psychologically safe following a termination than people low in rejection sensitivity. II) The effect of rejection sensitivity on psychological safety is stronger with a Face-Threatening Termination strategy than a Face-Supportive Termination strategy.*

Hypothesis 6c *I) People high in rejection sensitivity will be less willing to innovate following a termination than people low in rejection sensitivity. II) The effect of rejection sensitivity on willingness to innovate is stronger with a Face-Threatening Termination strategy than a Face-Supportive Termination strategy.*

These hypotheses are illustrated in figure 2.6. The dotted lines represent a more positive relationship between the three outcome variables and a Face-Supportive Termination, than with a Face-Threatening Termination, and that rejection sensitivity has a lesser impact on the relationship first mentioned.
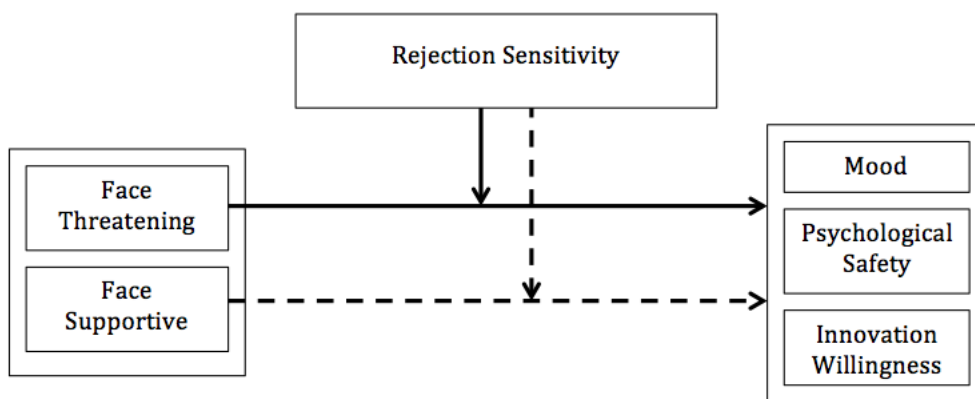
Figure 2.6. Illustration of Rejection Sensitivity hypotheses.

2.4.4   Threat Sensitivity

At the age of 21, Stephen Hawking was diagnosed with ALS (amyotrophic lateral sclerosis) and estimated to have 2 years left to live. Even when faced with this news, Hawking decided to focus on the positive: he still had some time. According to himself, he even started to enjoy life in the present more than he had before. Today, 53 years later, Hawking is still working as one of the world's most well-known and respected scientists. About living with ALS, Hawking says "I try to lead as normal a life as possible, and not think about my condition, or regret the things it prevents me from doing, which are not that many.". His life philosophy of positive thinking and overcoming threats is inspirational to many, and one that has enabled him to create value beyond himself (Street, 2015).

Tynan (2005) describes threat sensitivity as the likelihood that an individual will have a negative affective reaction in situations where she appears less desirable than she wishes to, i.e. loss of positive face. Examples of negative reactions evoked in such situations include anger, feelings of betrayal, annoyance, hurt feelings, and sadness (Tynan, 2005; Carson & Cupach, 2000). Tynan (2005) further explains that the intensity and type of negative reactions are susceptible to the individual in question, and will thereby entail differing consequences for the workplace. While many people would react negatively when diagnosed with ALS, Stephen Hawking displayed low threat sensitivity by focusing on the time he still had.

The situations that make a person susceptible to the potential loss of face can include seeking help, admitting mistakes, giving feedback, raising alternative points of view, disagreeing, and challenging errors (Tynan, 2005). These are all important instruments for individual and organizational learning and performance, and imperative for an innovation climate. As such, innovation behavior has the potential to be a face threat. The very nature of innovation makes it exposed to criticism and discussions, but how these potential face losses affect those involved are among others dependent on the level of threat sensitivity the individual has. A person with high threat sensitivity is more intensely affected by a face loss in innovation situations, and may therefore be more reluctant to engage in such activities. Not only can this prevent the employees from seeking help, challenge errors, giving feedback, disagreeing, and admit mistakes, but it can also severely delay communication of information in the company (Tynan, 2005). This entails difficulties in effectively performing tasks and improving future performance. When communication is thwarted, the ability to seek out solutions, engage

in error correcting, and share mistakes is considerably lowered, yielding a much lower performance level for the organization (Tynan, 2005).

A termination can be seen as a face-threat by the potentially infringing nature of the act. It entails a violation of face (Goffman, 1955; Brown & Levinson, 1987). Similarly to in a innovation situation, a person high in threat sensitivity will more easily have an immediate negative reaction following a termination. In addition, people high in threat sensitivity will more easily feel insecure, triggering upheaval in emotional stability, and affecting mood negatively. Insecurity in the workplace further decreases the feeling of psychological safety, hindering the proponent to raise his voice. Following the struggle to communicate, their willingness to continue innovation is likely to be lowered. On the other hand, individuals who are not very likely to have a negative affective reaction to a potential face-threat are seen to be low in threat sensitivity. These individuals are expected to be able to look past the unfavorable effects of termination as they are not blinded by affective negative reactions. This can enable a proponents to stay calm and still understand the monetary and strategic advantages for the greater good of the company. They will be less prone to have criticism, teasing, and negative emotions affect their daily mood, sense of psychological safety and their willingness to innovate (Carson & Cupach, 2000).

By definition, a Face-Threatening Termination, steps on proponents' face and therefore induces an negative affective reaction in the proponents. For highly threat sensitive individuals this reaction will be intensified and further perpetuate the negative outcomes. Thus, the proponents are left disparaged, insecure, and full of negative emotions. Leaders pointing out errors, giving solely negative or no feedback, and raising disagreements, make employees more reluctant to engage in their work. Contrarily, in a Face-Supportive Termination strategy, a manager strives to give face, i.e. to make a proponent appear more desirable than expected. She focuses on the good work that has been put into the project, and expresses gratitude for this. For a highly threat sensitive individual, this form of termination communication lessens the negative reaction as it soothes and facilitates a preserved good feeling and upholds security in the organization. Hence, we postulate that:

> **Hypothesis 7a** *I) People high in threat sensitivity will experience a more negative mood following a termination than people low in threat sensitivity. II) The effect of threat sensitivity on mood is stronger with a Face-Threatening Termination strategy than a Face-Supportive Termination strategy.*

Hypothesis 7b *I) People high in threat sensitivity will feel less psychologically safe following a termination than people low in threat sensitivity. II) The effect of threat sensitivity on psychological safety is stronger with a Face-Threatening Termination strategy than a Face-Supportive Termination strategy.*

Hypothesis 7c *I) People high in threat sensitivity will be less willing to innovate following a termination than people low in threat sensitivity. II) The effect of threat sensitivity on willingness to innovate is stronger with a Face-Threatening Termination strategy than a Face-Supportive Termination strategy.*

These hypotheses are illustrated in figure 2.7. The dotted lines represent a more positive relationship between the three outcome variables and a Face-Supportive Termination, than with a Face-Threatening Termination, and that threat sensitivity has a lesser impact on the relationship first mentioned.

Figure 2.7. Illustration of Threat Sensitivity hypotheses.

2.5   Summary of Theory Chapter

In this chapter we first argued that innovation is important for organizations to stay competitive, and how an innovation climate can be jeopardized by ending work on a innovation project inappropriately. We presented the preliminary work on the efficiency and prevalence of different termination strategies by Daly (2011) and Prestegaard and Solheim (2013). Based on this work, as well as based on a termination strategy's effect on proponents' face, we created the two new constructs of Face-Threatening and Face-Supportive Termination strategies. These were then used to investigate the direct effect of a project termination on proponents' mood, feeling of psychological safety in the organization, and willingness to continue innovating. We argued that Face-Threatening Termination will exacerbate the negative outcomes on these three, more than a Face-Supportive Termination.

Furthermore, we explained that the outcome of termination strategies may differ in regard to individual traits and situational factors. Each of the constructs of face messages, commitment, resilience, rejection sensitivity, and threat sensitivity were introduced by the use of a real-life example before a detailed definition was given. Each construct was then discussed in regards to its implication for innovation, followed by a discussion of how the different levels of the construct influence a termination strategy. A more specific distinction between the impacts of Face-Threatening Termination strategy and Face-Supportive Termination strategy was then given. Finally, our hypotheses were postulated based on the foregoing discussion. We have argued that individuals with higher levels of commitment, rejection sensitivity, and threat sensitivity, and low-resilience will be more prone to be negatively affected by a termination. Additionally, we hypothesized that the effect of the moderating variables will be stronger in a negative direction for mood, psychological safety, and willingness to innovate, with a Face-Threatening Termination strategy than a Face-Supportive.

In total, divided on 7 topics, we have introduced 27 hypotheses for how a project termination can affect an innovation climate. An overview of the hypotheses are presented in 2.5, 2.6, 2.7, 2.8, and 2.9.

All of these hypotheses are illustrated in figure 2.8, on page 41. The figure shows that there is a direct relationship between the termination strategies Face-Threatening and Face-Supportive and the three outcome variables mood, psychological safety, and innovation willingness. The variables of commitment, resilience, rejection sensitivity, and threat sensitivity are placed above this relationship to illustrate how they moderate

Table 2.5. Overview of Outcome Variables Hypotheses

OUTCOME VARIABLES:

MOOD, PSYCHOLOGICAL SAFETY, & WILLINGNESS TO INNOVATE

Hypothesis 1: Following a Face-Threatening Termination, proponents will experience a more negative mood than after a Face-Supportive Termination.

Hypothesis 2: Following a Face-Threatening Termination, proponents will feel less psychologically safe than after a Face-Supportive Termination.

Hypothesis 3: Following a Face-Threatening Termination, proponents will be less willing to innovate than after a Face-Supportive Termination.

this effect. A dashed line is used to illustrated that a Face-Supportive Termination strategy is expected to impact the outcome variables less negatively than a Face-Threatening Termination strategy. Similarly, the dashed line from the moderating variables illustrate a lower impact on the relationship between a Face-Supportive Termination and the outcome variables than between a Face-Threatening Termination and the outcome variables (illustrated with a solid line).

High commitment, low resilience, high rejection sensitivity, and high threat sensitivity have also been hypothesized to impact the relationship more negatively than low commitment, high resilience, low rejection sensitivity, and low threat sensitivity, but this has not been illustrated in the figure due to the extra complexity this added to the figure. The analysis and results of our hypotheses will be presented in the following chapters.

Table 2.6. Overview of Commitment Hypotheses

COMMITMENT

Hypothesis 4a:

I: People high in commitment will experience a more negative mood following a termination than people low in commitment.

II: The effect of commitment on mood is stronger with a Face-Threatening Termination strategy than a Face-Supportive Termination strategy.

Hypothesis 4b:

I: People high in commitment will feel less psychologically safe following a termination than people low in commitment.

II: The effect of commitment on psychological safety is stronger with a Face-Threatening Termination strategy than a Face-Supportive Termination strategy.

Hypothesis 4c:

I: People high in commitment will be less willing to innovate following a termination than people low in commitment.

II: The effect of commitment on willingness to innovate is stronger with a Face-Threatening Termination strategy than a Face-Supportive Termination strategy.

Table 2.7. Overview of Resilience Hypotheses

RESILIENCE

Hypothesis 5a:

I: People with low resilience will experience a more negative mood following a termination than people with high resilience.

II: The effect of resilience on mood is stronger with a Face-Threatening Termination strategy than a Face-Supportive Termination strategy.

Hypothesis 5b:

I: People with low resilience will feel less psychologically safe following a termination than people with high resilience.

II: The effect of resilience on psychological safety is stronger with a Face-Threatening Termination strategy than a Face-Supportive Termination strategy.

Hypothesis 5c:

I: People with low resilience will be less willing to innovate following a termination than people with high resilience.

II: The effect of resilience on willingness to innovate is stronger with a Face-Threatening Termination strategy than a Face-Supportive Termination strategy.

Table 2.8. Overview of Rejection Sensitivity Hypotheses

REJECTION SENSITIVITY

Hypothesis 6a:

I: People high in rejection sensitivity will experience a more negative mood following a termination than people low in rejection sensitivity.

II: The effect of rejection sensitivity on mood is stronger with a Face-Threatening Termination strategy than a Face-Supportive Termination strategy.

Hypothesis 6b:

I: People high in rejection sensitivity will feel less psychologically safe following a termination than people low in rejection sensitivity.

II: The effect of rejection sensitivity on psychological safety is stronger with a Face-Threatening Termination strategy than a Face-Supportive Termination strategy.

Hypothesis 6c:

I: People high in rejection sensitivity will be less willing to innovate following a termination than people low in rejection sensitivity.

II: The effect of rejection sensitivity on willingness to innovate is stronger with a Face-Threatening Termination strategy than a Face-Supportive Termination strategy.

Table 2.9. Overview of Threat Sensitivity Hypotheses
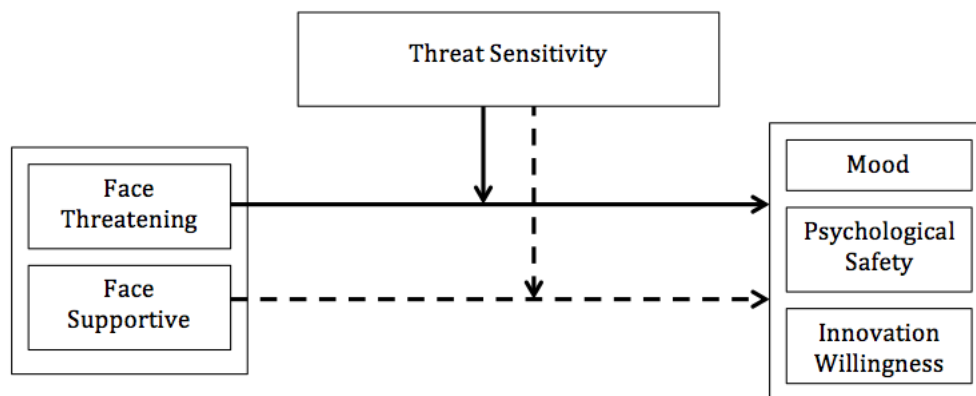
THREAT SENSITIVITY

Hypothesis 7a:

I: People high in threat sensitivity will experience a more negative mood following a termination than people low in threat sensitivity.

II: The effect of threat sensitivity on mood is stronger with a Face-Threatening Termination strategy than a Face-Supportive Termination strategy.

Hypothesis 7b:

I: People high in threat sensitivity will feel less psychologically safe following a termination than people low in threat sensitivity.

II: The effect of threat sensitivity on psychological safety is stronger with a Face-Threatening Termination strategy than a Face-Supportive Termination strategy.

Hypothesis 7c:

I: People high in threat sensitivity will be less willing to innovate following a termination than people low in threat sensitivity.

II: The effect of threat sensitivity on willingness to innovate is stronger with a Face-Threatening Termination strategy than a Face-Supportive Termination strategy.

Figure 2.8. Illustration of all hypotheses.

Chapter 3

Methodology

In this chapter, we will describe the data collection process and discuss the construct of the variables our research encompasses. In addition, we will describe and explain the statistical methods that will be used in the analysis.

3.1 Data Collection

The purpose of this thesis is to investigate how employees are affected by the use of different termination strategies. More precisely, we research how an individual's mood, feeling of psychological safety, and willingness to innovate is impacted by a Face-Threatening or Face-Supportive Termination message, and how this effect is moderated by the level of commitment towards a project, or the individual's level of resilience, rejection sensitivity, and threat sensitivity. To serve this purpose, an experimental survey was developed in collaboration with Professor John A. Daly[1] and Professor Alf Steinar Sætre[2].

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[1]John A. Daly, Ph.D. Professor at the College of Communication at The University of Texas in Austin, United States.

[2]Alf Steinar Sætre, Ph.D. Professor at the Department of Industrial Economics and Technology Management at The Norwegian University of Science and Technology in Trondheim, Norway.

3.1.1   Creating the Survey

When conducting a survey in behavioral research, one of the main sources of measurement error stems from common method biases. While creating our experimental survey, these method biases were examined and it was determined how they could affect the input. Due to the nature of our thesis, we were strongly limited in regard to time and hence also in possible volume sizes. Therefore, we could not remove all the potential sources of common method biases, but they have still been taken into account and explained here. In addition, they will be further discussed in the analysis as well as in our limitations.

The three main potential sources of common method biases are (1) that the answers are obtained from the same source or rater, (2) due to the context of how the items are placed within the measurement instrument, and (3) the wording of the items themselves (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). The main errors that may arise from using a single rater come from the fact that many people try to maintain consistency between their cognitions and attitudes, want to be perceived in a socially acceptable light, and might have a permanent or transient positive or negative affectivity that influences the way in which they answer a survey. Some people also have acquiescence biases, meaning that they have a propensity to agree with questionnaire items independent of the actual content. The method biases produced by item context stem from the sequence in which the items on a questionnaire are placed. Research show that the initial questions on the survey may induce a mood on the respondent such that the remaining items are influences by it. The method biases from the way the survey is worded include complexity, ambiguity, scale formats and length, and use of media.

As the error sources could not be eliminated due to our thesis constrictions, we strived to minimize their impact by designing the research in a specific way, resulting in the design presented in subsection 3.1.2. Our main source of error is that each survey was completed by a single rater. To make up for this, we made the questions short and easy to understand, added manipulation checks and reversed the wording of some items to verify that the respondent was paying attention to the question. Although reversed coding is quite common among researchers, it could also produce false answers because respondents overlook this change. This was controlled for by examining that the answers for each questionnaire were logical. We also utilized established scales with known reliability, but changed the order or added some items where it seemed appropriate. This was done to neutralize some of the method biases that affect the way respondents reply to a question. The scales were then verified through a reliability analysis and the use of

Cronbach's Alpha, see 3.1.2. The survey was also answered anonymously, reducing the probability of error due to social desirability.

Throughout our study, the survey was edited once, meaning that our data has been collected using two different survey formats. However, the only difference between the two is the sequence of the sections and that one more variable was added to the second edition. In the initial survey, the respondents start with providing their demographical information and then move on to the analytical questions. In the second edition however, we moved the demographical part to the end of the survey. This was done because we wanted the analytical questions to be the main part, and make sure the respondents don't lose interest before the actual research begins. Additionally, the questions regarding the resilience variable were placed towards the end of the questionnaire. This is further explained in subsection 3.1.2. While the first edition was answered by 67 people, 148 people fulfilled the second edition. The second edition has in other words been more influential, and it is therefore the main design explained in the following section. Both editions are nevertheless included in the appendices.

3.1.2 Survey Design

In our experimental survey, the recipient is presented with one of six scenarios that describe a situation in which a project is being terminated. The six scenarios form a 2x3 matrix and are presented in table 3.1. They differ in regards to level of commitment and Face behavior exerted by the project leader. While the commitment level is either high or low, the Face behavior is either threatening, supportive, or neutral. While our main goal is to investigate the differences between face-threatening and face-supportive messages, we have added a face-neutral situation as a control variable. The control variable is added to be able to compare the positive/negative effects of Face Messages to a situation where the effect should be absent, this will be commented on in the discussion. One example of the survey with the high commitment and Face-Threatening scenario is provided in appendix B. Succeeding the scenario, manipulation checks were given to make sure that the participants perceived the scenarios accurately.

The scenario provided forms the basis for the recipient to answer succeeding questions regarding his or her Mood, Willingness to Innovate, and Psychological Safety. The questions used are obtained from established researchers; Mood (Woltin, 2015; Koopmann et al., 2016), Willingness to Innovate (Scott & Bruce, 1994), and Psychological Safety (Edmondson, 1999). Afterwards, the survey provides questions for

Table 3.1. The Survey's Six Scenarios

	Face-Threatening	Face-Supportive	Face-Neutral
Low Commitment	Scenario 1	Scenario 3	Scenario 5
High Commitment	Scenario 2	Scenario 4	Scenario 6

the recipient to indicate her level of Threat Sensitivity, Resilience, and Rejection Sensitivity. These questions are also derived from other researchers; Resilience (Campbell-Sills & Stein, 2007; Duckworth, Peterson, Matthews, & Kelly, 2007), Rejection Sensitivity (Berenson et al., 2009), and Threat Sensitivity (Tynan, 2005). All of these items will be described in further detail in the succeeding sections.

In our research we used two editions of the survey. Printed copies of the first edition of the survey, attached in appendix A, were handed out to professor John Daly's M.S. in Technology Commercialization (MSTC) class at McCombs School of Business. The 40 students present answered the survey during the 30 minutes they were given to do so in class. After the first round of rough data analysis, minor potential for improvement of the survey was discovered, and the survey was therefore modified. In the second version of the survey, see appendix B, the sequence of questions were changed, and the measure for Resilience and more demographical questions were added. In the second edition, the scenario is given in the very beginning of the survey, whereas it was given midway in the first version. The implications of these changes were investigated, and found to not affect the answers significantly ($p < 0.05$). The data from each survey was therefore merged, and used together in further analysis. . The edited version of the survey was handed out to two other classes, consisting of MBA and Executive MBA (EMBA) students.

In total, 216 surveys were distributed, where each respondent was randomly given one of the six possible scenarios. Due to the fact that all of the surveys were handed out during lectures and the respondents were given time to finish them, all of the 216 surveys were collected. All of the scales used to measure the variables have a range of 1 to 7 on Likert scale, except for the scale measuring Rejection Sensitivity which ranges from 1 to 6. The hard copies of the survey were collected and manually typed into a spreadsheet. While transcribing, we were attentive to the occurrence of the answered numbers throughout the survey to assess the credibility (e.g. if a respondent was consistently answering "4" to all the questions just to get done with the survey). This was important because it

Table 3.2. Number of respondents in each scenario

	Face-Threatening	Face-Supportive	Face-Neutral	Total
Low Commitment	35	35	36	106
High Commitment	37	36	36	109
Total	72	71	72	

reveals the seriousness with which the respondent has answered the survey, which in turn affects the overall outcome of it. The answers of one respondent were incomplete and therefore excluded from the analysis. Therefore, we were left with 215 answers constituting 99.54% of the original 216 responses. In the total sample, 72 respondents received a Face-Threatening scenario, 71 got Face-Supportive, and 72 got the Face-Neutral. The low Commitment scenario was given to 106 respondents and the high Commitment scenario was given to 109 respondents. The excluded respondent had received a low Commitment and Face-Supportive scenario. See details in table 3.2.

Reliability Analysis - Cronbach's Alpha, α

In our survey, we have used multiple variables as an instrument to measure underlying constructs of termination. These variables are based on the work of established researchers and are multi-point items, embedded in our questionnaire. The variables are created by simply summating scales and/or adding items and using their resulting mean as a score associated with a particular measure. As such, the reliability of each of these variables comes into question. The variables can only be declared reliable if they repeatedly provide stable and reliable responses (Santos, 1999). Cronbach's alpha is one of the most popular reliability statistics used today according Santos (1999), and it is commonly used when combining multiple Likert scale questions, as we have. The Cronbach's alpha checks the reliability of a measure by determining the average correlation or internal consistency of the items the measure consists of. The alpha coefficient is valued between 0 and 1, and the measure is more reliable the higher the score is. Whereas the cut-off point for reliability can vary in literature, Nunnally (1978) has indicated the threshold for an acceptable reliability coefficient to be 0.7 for our field of study. In the following text, the Cronbach's alpha and the sample number associated with each variable's composite items are presented.

3.2   Independent Variables

3.2.1   Face Messages

In our thesis, we have furthered the notion of face behavior based on Goffman (1955) and the Positive and Negative Termination strategies by Prestegaard and Solheim (2013). It is suggested that each individual carry two "faces" to protect: a positive face and a negative face (Brown & Levinson, 1987; Daly et al., 2012). The positive face is the desire to maintain a positive self-image, be positively evaluated, and to be accepted by others. The desire for autonomy and not to be imposed on by others is called negative face. The behavior a leader exerts while terminating an innovation projects can thus be perceived as threatening or supportive to one's face depending on the termination strategy employed by the leader and this behavior cannot be controlled by the employee. Therefore, we use the concept of Face Messages as an independent variable in our survey. An independent variable is by Field (2009) described as a variable that is assumed to be the cause, and it does not depend on any other variable. The types of Face Messages included in our survey are Face-Threatening messages and Face-Supporting messages, in addition to adding Face-Neutral messages as a control variable. In the beginning of the survey, each respondent is provided with a specific Face Message scenario randomly (Threatening, Supportive, or Neutral), and every respondent is asked to base the answers to the subsequent questions on the scenario given. The point of using these constructs is to be able to determine the effect different behavior can have on an employee's Mood, Psychological Safety, and the Willingness to Innovate after the project termination. The three concepts of Face-Threatening, Face-Supportive, and Face-Neutral behavior are described in table 3.3.

Face Manipulation Check

After reading the scenario given in the survey, respondents were asked to answer some manipulation checks to verify that the scenario was interpreted in the way we intended. Verifying the desired interpretation is important to be able to use Face in our analysis. To confirm that people perceived the appropriate amount of face threat or face support, two items were created for respondents to indicate if they felt that their leader was sensitive or insensitive and whether the communication was positive or negative. These are shown in table 3.4. These questions act as a manipulation check to verify that the respondents paid attention to the scenario they read. The answers to the two of these items were further combined to form a variable called "Leadership Sensitivity", for the overall score

Table 3.3. Face Messages

Face-Threatening
Your boss has been teasing and humiliating you in meetings about your idea. He has also attacked your motivation for pursuing the idea and has regularly suggested that if you pursue the idea there could be negative consequences for your career. Yesterday you came in to explain your project idea to him. He paid little attention to you as you explained your project. This morning he calls you into his office and says the the project is going to be terminated. He provides no real feedback about the business and technical reasons for ending the project. He tells you to stop thinking about the project and tells you that he will assign you your next project.

Face-Supportive
Your boss has been interested and responsive in meetings about your idea. He has admired you for pursuing the idea and has regularly suggested that there are possible positive consequences for your career if you continue to work on the idea. Yesterday you came in to explain the project. This morning he calls you into his office and says that the project is going to be terminated. He provides detailed feedback about the business and technical reasons for ending the project. He encouraged you to continue thinking about new ideas and tells you that you can choose your next project.

Face-Neutral
Your boss and you have been discussing the idea. This morning he calls you into his office and says that the project is going to be terminated.

Table 3.4. Description of Leadership Sensitivity

#	**Based on what you read, the response you got from your leadership was...**
1	Very insensitive 1 2 3 4 5 6 7 Very sensitive
2	Very negative 1 2 3 4 5 6 7 Very positive
Total	**N=209, Cronbach's alpha=0.819**

of sensitivity and positivity. This variable has a sample size of 209 and a Cronbach's alpha of 0.819. For respondents who are given a Face-Threatening scenario, it is expected that they rank the response from their leadership fairly insensitive and negative. In the same way, respondents who are faced with a supportive termination are expected to rank their leadership as fairly sensitive and positive.

The results from our analysis proved that after the Face-Threatening scenario, respondents gave a sensitivity mean score of 1.90, a positivity mean score of 1.64, and a combined Leadership Sensitivity mean score of 1.77. After the Face-Supportive scenario, sensitivity was rated as 4.91, positivity as 4.41, and the combined total Leadership Sensitivity mean score as 4.65. Inferential tests of the differences between Face-Supportive and Face-Threatening for sensitivity (t=-13.912), positiveness (t=-13.074), and total leadership sensitivity (t=-15.971) was conducted by an independent samples t-test. All of them confirmed a rejection of the null hypothesis of no difference with equal variances assumed, with p=0.000. The control variable, Face-Neutral Termination, should have a sensitivity, positivity, and Leadership Sensitivity score which lies in-between the results from Face-Threatening and Face-Supportive. Our results found that after reading a Face-Neutral Termination scenario, respondents indicated a sensitivity mean score of 3.79, a positivity mean score of 3.07, and a total Leadership Sensitivity mean score of 3.46. The scores after a Face-Neutral Termination are all approximately in the middle of the values for Face-Supportive and Face-Threatening. This is illustrated in figure 3.1. It can be seen that a Face-Supportive Termination strategy consistently yields a higher rating of sensitivity, positivity, and combined Leadership Sensitivity, than both Face-Neutral and Face-Threatening Termination strategies, and that the Face-Neutral scores are higher than Face-Threatening.. An independent groups t-test yields a rejection of the null hypothesis of no difference between mean score when comparing Face-Neutral with Face-Threatening Termination and Face-Neutral with Face-Supportive Termination. With equal variances assumed

Table 3.5. **Comparing Face-Neutral Termination Strategy to Threatening and Supportive Terminations Strategies**

	Face-Threatening	**Face-Supportive**
t-value	sensitivity=-8.968, positivity=-7.591, leadership=-9.623	sensitivity=5.072, positivity=5.538, leadership=6.093
Significance	sensitivity=0.000, positivity=0.000, leadership=0.000	sensitivity=0.000, positivity=0.000, leadership=0.000

$t = -8.968, t = -7.591, t = -9.623, t = 6.093 p = 0.001$ for Face-Threatening and $t = 4.022, p = 0.000$ for Face-Supportive. Accordingly, the given scenarios were accurately perceived by respondents, and we can base our further analysis on them
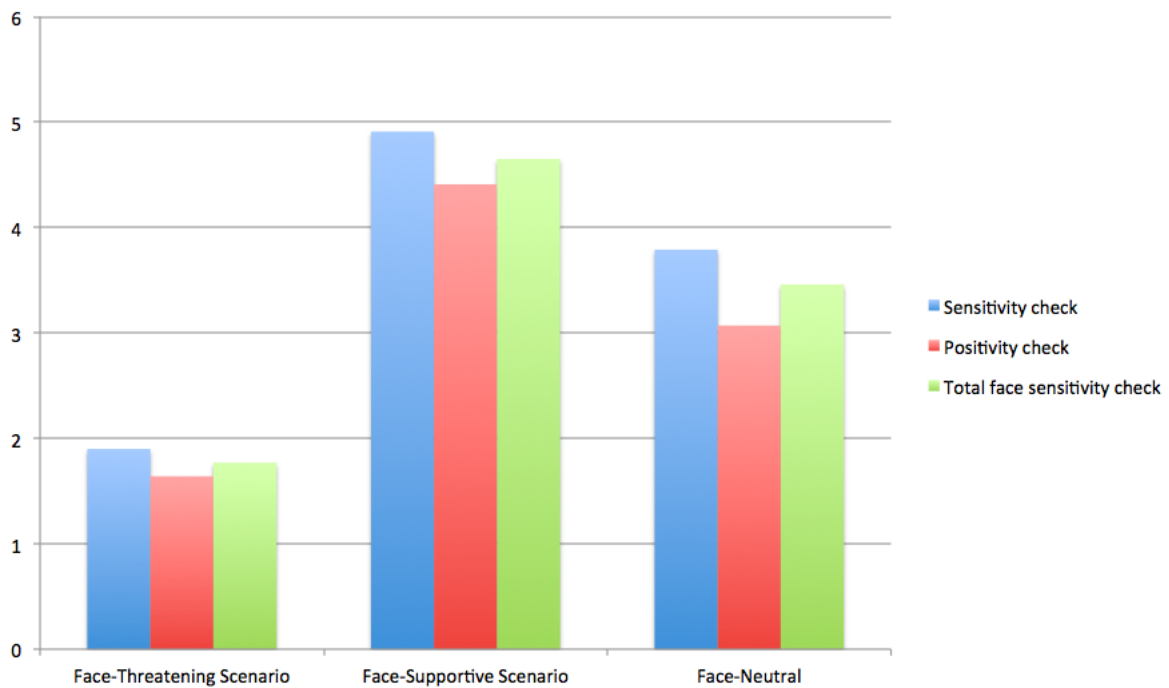
Figure 3.1. Manipulation Checks on Termination Strategies

3.3   Outcome Variables

An outcome variable is the effect of the cause, and thereby the effect of the independent variable (Field, 2009). In order to measure the outcome variables, we adopted and

Table 3.6. Assessment of Mood

#	After getting the response from your leadership you feel:
1	Sad 1 2 3 4 5 6 7 Happy
2	Bad 1 2 3 4 5 6 7 Well
3	Discontented 1 2 3 4 5 6 7 Contented
4	Tense 1 2 3 4 5 6 7 Relaxed
5	Excited 1 2 3 4 5 6 7 Bored (R) (*)
6	Angry 1 2 3 4 5 6 7 Not angry (*)
7	Encouraged 1 2 3 4 5 6 7 Frustrated (**) (R)
8	Pleased 1 2 3 4 5 6 7 Miffed (**) (R)
Total	**N=207, Cronbach's alpha=0.886**

combined established scales from a variety of research related to innovation and communication. For Mood we applied scales from Woltin (2015), Koopmann et al. (2016) and added some items. For Innovation Willingness we expanded a scale by Scott and Bruce (1994), and for Psychological Safety the established scale by Edmondson (1999) was used. The reliability of each of these scales has been checked by calculating their Cronbach's alpha. We define the variable as reliable if its alpha is higher than 0.7. In the following subsections, each of the variables are discussed.

3.3.1   Mood

In order to assess the mood of an employee after getting feedback from their leader, we combined the scales of Woltin (2015) and Koopmann et al. (2016). In addition to the questions from these established scaled, Professor Saetre added two items to more accurately capture potential emotions of a participant. The items are described in table 4.12. The items from Koopmann et al. (2016) are indicated by a single star in the table, whereas those added by Professor Saetre are indicated by two stars. As shown in the table, each question regards two contrasts of an emotion, with seven degrees to choose from. For question 1, 2, 3, 4, and 6, a higher score indicates a more positive mood. For question 5, 7, and 8 the score increases with negativity, and were therefore reversed before the data was analyzed. Each of the questions were thereafter combined to form a new variable called "Mood". This new variable has a sample size of 207 and a Cronbach's alpha of 0.886. As Cronbach's alpha is higher than 0.7, the new variable is seen as reliable for further analysis.

Table 3.7. Psychological Safety

#	After the conversation where my idea was rejected I would feel...
1	That if I made a mistake it would be held against me by people in my organization (R)
2	Unable to bring up problems and tough issues to people in my organization (R)
3	Rejected for being different by people in my organization (R)
4	That it is safe to take risks
5	That it is difficult to ask other people in the organization for help (R)
6	Certain that no one would deliberately act in ways that undermine my efforts
7	That my unique skills and talents are valued and utilized by people in my organization
Total	**N=209, Cronbach's alpha=0.87**

3.3.2   Psychological Safety

To measure psychological safety, we applied a slightly modified version of the Team Psychological Safety measure by Edmondson (1999), see table 3.7. While Edmondson emphasizes the importance of a team being safe for interpersonal risk taking in order to be psychologically safe, we are focusing on the individual's level of Psychological Safety. The wording of the questions were therefore modified from 'we' to 'I'. Each of the questions were answered on a seven point Likert scale, with 1 being very unlikely and 7 being very likely. Four of the items, number 1, 2, 3, and 5, are negatively worded, and therefore reversed before further analysis was conducted. All seven items make up the measurement of "Psychological Safety", with a sample size of 209 and a Cronbach's alpha of 0.87. As Cronbach's alpha is higher than 0.7, the new variable is seen as reliable for further analysis.

3.3.3   Willingness to Innovate

To measure an individual's willingness to innovate following a termination we applied the six-item scale by Scott and Bruce (1994). Scott and Bruce (1994) conceptualize innovative behavior as dependent on the organization's climate and leadership-style. In order to test their hypotheses they developed and tested a model of individual innovative behavior. We adopted this measure to find out how an employee's willingness to innovative is affected by the termination behavior the leader exerts. In addition to this six-item measure, three additional items, indicated by a star in table 4.9, were added in collaboration with Professor Daly. This was done to tap into what we perceived might be three underlying dimensions of willingness to innovate: searching out and generating ideas, championing ideas, and implementing new ideas. The measure of "Willingness to Innovate" is a new variable consisting of the nine questions shown in table 4.9. Each question was to be answered on a scale from one to seven, where the lowest and highest number represent "very unlikely" and "very likely" respectively. The first three questions, see table 4.9, are related to searching out ideas, followed by three questions related to championing the ideas, and the last three questions are in regards to implementing the ideas. In each of the three groups, one of the questions was chosen to have negative wording in order to control that respondents paid attention. Hence, item 1.2, 2.3, and 3.1 were reversed before any further analysis was conducted. We initially planned to use the three of these groups separately in the analysis, but as they separately each had a Cronbach's alpha lower than 0.7, see table 4.9, none were reliable variables. We therefore checked the alpha when conflating the original six items from Scott and Bruce (1994) or all of nine items. The six items had a sample size of 211 and a Cronbach's alpha of 0.663, while the nine items had a sample size of 209 and a Cronbach's alpha of 0.717. As the nine items together had the highest reliability, and were also above the cut-off point of 0.7, we continue to use this in our analysis under the variable name "Willingness to Innovate".

Table 3.8. Measure of Willingness to Innovate

Group	After the conversation where my idea was rejected I'd want to ___ with my boss and team	N	Cronbach's alpha
1.1	Come up with other radical ideas (*)	213	0.346
1.2	Stop generating creative ideas (R)		
1.3	Be innovative		
2.1	Spend time "selling" the idea (*)	211	0.369
2.2	Promote and champion ideas to others		
2.3	Not do the politics it takes to get new ideas "sold" (*) (R)		
3.1	Not search out new technologies, processes, techniques or product ideas (R)	211	0.421
3.2	Investigate and secure funding needed to implement new ideas		
3.3	Develop adequate plans and schedules for the implementation of new ideas		
Total	**Willingness to Innovate**	**209**	**0.717**

3.4 Moderating Variables

A moderator is a variable that alters the strength of a causal relationship (Kenny, 2013). In our survey, we included four variables that may have a moderating effect between the face behavior and outcome variables. To measure the effect of these moderating variables, we applied established scales, and added items where this was seen as fitting. The moderating variable of Commitment was measured by indicating it in the scenario and then checking for the manipulation. We measured Resilience by a combination of scales by Campbell-Sills and Stein (2007) and Duckworth et al. (2007), Rejection Sensitivity by Berenson et al. (2009), and Threat Sensitivity based on a scale by Tynan (2005). Each of the scales are seen as reliable if their Cronbach's alpha is higher than 0.7. In the following subsections, each of these variables are discussed.

3.4.1 Commitment

In the beginning of the survey, the respondents are told what level of commitment they should have through the scenario they are provided. In this sense, commitment could be regarded as an independent variable. The level of commitment is described as either low or high in each scenario, and the wording is presented in table 3.9. Commitment is originated in intrinsic value, which lays the foundation for passion and thereby creativity (Shepherd & Kuratko, 2009). It is of common understanding that creativity is important to succeed at innovation, and this in turn makes commitment very relevant. When commitment is low, a proponent may not take the project or idea seriously and may fail to champion for its support and bring it to life (Shepherd & Kuratko, 2009). On the other hand, when an employee is fully committed to a project, the individual champions the idea and puts in a lot more effort to gather support for it. In this way, it is interesting to look at the impact of commitment on an individual's Mood, level of Psychological Safety, and Willingness to Innovate during a termination. Considering the possibility that commitment to a project can develop based on personal experience and time spent on a project, the effect of it can be seen as a factor that moderates the Mood, feeling of Psychological Safety, and Willingness to Innovate. Based on these varying effects of commitment, we treat it as a moderating variable throughout our thesis.

Table 3.9. Description of Commitment level

HIGH Commitment
Imagine you have been deeply engaged with a small team working on an idea for the last twelve months. You have worked very hard on this. It is your idea and you have become a spokesperson for it. There has been some managerial resistance to the idea already.
LOW Commitment
Imagine that you have been intermittently working with a small team on an idea for the last few days. You have not worked very hard on this. Even though it isn't your idea, you've become a spokesperson for it. There has been some managerial resistance to the idea already.

Table 3.10. Commitment Manipulation Check

Based on what you read, how committed to the project were you prior to getting the feedback:
Very uncommitted 1 2 3 4 5 6 7 Very committed

Commitment Manipulation Check

After reading the scenario given in the survey, respondents were asked to answer a manipulation check to verify that the scenario was interpreted in the way we intended. Verifying the desired interpretation is important to be able to use commitment in our analysis. To verify the level of commitment after reading the scenario, respondents answered a question to rate their level from 1: low to 7: high, see table 3.10. It was expected that the answers to the manipulation check matches the scenario that each respondent is given, e.g. if the commitment is low in the scenario, it should turn out low in the check too. Similarly, a high commitment level given in the scenario should be reflected by a high number in the manipulation check.

The results from the analysis prove that the respondents that were given the low commitment scenario, gave a mean commitment score of 3.83, while those given a high commitment scenario gave a mean score of 6.40. This clear difference, illustrated in

figure 3.2, confirms that the commitment scenario yields an appropriate feeling of commitment in the respondents. An inferential test of the difference with an independent groups t-test yields a rejection of the null hypothesis of no difference with equal variances assumed t=-13.025, p=0.000. The scores provided in the commitment check is further used in the analysis under the variable name "Commitment".
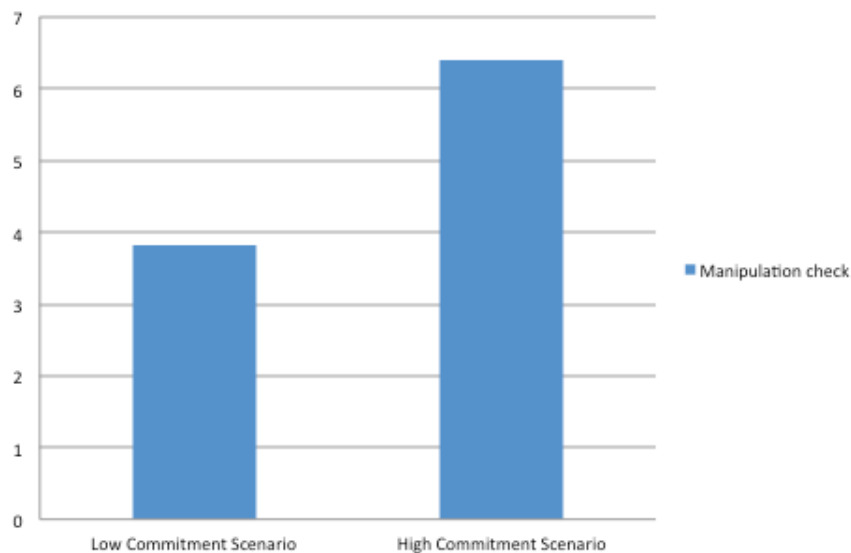
Figure 3.2. Manipulation Check on Commitment

3.4.2 Resilience

As being turned down is an inevitable experience working with innovations, it is important be aware of the effect it can have on different individuals. Individuals that accept a termination by focusing on learning from possible mistakes to continue building on unfinished ideas, can be seen as people high in resilience and IRP. High resilience reflects a person's ability to bounce back from a failed project and start over without letting it coming in the way of their future work, and IRP helps to continue innovating. This ability to recover from negative emotional experience is associated to psychological resilience (Tugade & Fredrickson, 2004). Due to these characteristics of resilience, this variable was added to the second version of our survey. It is interesting to explore how different levels of resilience can affect the outcome of Face Messages. The measure of resilience is based on the scales of Campbell-Sills and Stein (2007) and Duckworth et al. (2007). The items are shown in table 3.11 below. The first ten items are from the revised CD-RISC measure by Campbell-Sills and Stein (2007), and indicated with a star in the table, in which item number 5, 7, and 8 are negatively worded. The last six items originate from the Duckworth et al. (2007) scale, in which item number 12 and 13 are negatively worded. All of the negatively worded items were reversed before any analysis was conducted. All of these questions were then combined into a new variable named "Resilience". The measure is seen as reliable as it has a Cronbach's alpha of 0.830 with a sample size of 215.

3.4.3 Rejection Sensitivity

Rejection sensitivity, refers to an individual's disposition to anxiously expect, readily perceive, and intensely react to a rejection (Downey et al., 1997). A project termination can be seen as a rejection to the work a proponent has conducted, and the degree of how affected one is by this rejection depends, among other things, on how rejection sensitive that person is (Berenson et al., 2009). We adopted the scale by Berenson et al. (2009) to measure rejection sensitivity. The scale is originally a 9-item measure, see appendix C. However, item number 3 was considered irrelevant for our purpose and was removed during the creation of the survey. As an example, one item from the scale is shown in table 3.12, the rest can be seen in appendix C. Each of the 8 items consist of two questions related to different situations, answered on a scale ranging from one to six. The scores of the scale were calculated according to the instructions given on the website of Social Relations Laboratory. Firstly, the score of Rejection Sensitivity was calculated

Table 3.11. Resilience Questionnaire

#	Statement
1	I am able to adapt to change. (*)
2	I can deal with whatever comes. (*)
3	I try to see the humorous side of problems. (*)
4	Coping with stress can strengthen me. (*)
5	I tend to not bounce back after illness or hardship. (*) (R)
6	I can achieve goals despite of obstacles. (*)
7	I cannot stay focused under pressure. (*) (R)
8	I am easily discouraged by failure. (*) (R)
9	I think of myself as a strong person.(*)
10	I can handle unpleasant feelings.(*)
11	I have achieved a goal that took years of work.
12	I have not overcome setbacks to conquer an important challenge. (R)
13	I do not finish whatever I begin. (R)
14	Setbacks don't discourage me.
15	I am a hard worker.
16	I am diligent.
Total	**N=215, Cronbach's alpha=0.83**

Table 3.12. Rejection Sensitivity

1. You ask your parents or another family member for a loan to help you through a difficult financial time	**Scale**
How concerned or anxious would you be over whether or not your family would want to help you	Very unconcerned 1 2 3 4 5 6 Very concerned
I would expect that they agree to help as much as they can	Very unlikely 1 2 3 4 5 6 Very likely
Total	**N=215, Cronbach's alpha=0.79**

individually for each of the eight situations. This was done by multiplying the level of rejection concern (the answer to the first question) by the reverse of the level of expectancy (the second answer). Thereafter, the mean of the eight items was calculated to obtain the overall "Rejection Sensitivity" score. With this score, a high value indicates a high level of Rejection Sensitivity. The data sample encompasses 215 respondents, and a Cronbach's alpha of 0.790. As the Cronbach's alpha is larger than 0.7, we see this variable as reliable.

3.4.4   Threat Sensitivity

Threat sensitivity is described as the likelihood that an individual will have a negative affective reaction in situations where she appears less desirable than she wishes to, i.e. loss of positive face (Tynan, 2005). During a termination, proponents may feel like a failure and thus appear less desirable. To measure if threat sensitivity would affect the way a proponent reacts after a termination, we applied an established scale by Tynan (2005). Additionally, to better capture the underlying dimensions we added four items in collaboration with Professor Daly and called them pitch potential, see table 3.13. These are indicated by a star and consists of item number 1, 2, 3, and 9. Item number 4, 5, 6, 7, and 8 are adopted from Tynan (2005). The wording of some of the statements were positive and some were negative. As we wanted a high value to indicate a high level of Threat Sensitivity (i.e. high likelihood of having negative affective reactions), we reversed the statements that had positive meaning. The items that were reversed are 1, 2, 3, 6, 7, 8, and 9. Altogether these items were combined to constitute one variable named Threat Sensitivity. This variable has a sample size of 213 and a Cronbach's alpha of 0.789. If each of the scales are split into two separate scales, Threat Sensitivity (N=214) has a Cronbach's alpha of 0.7, while pitch potential (N=213) has a Cronbach's alpha of 0.49. We can see that these measures are more reliable combined, and we therefore continue the analysis with the two combined.

Table 3.13. Threat Sensitivity Questionnaire

#	Statement
1	I tend to have lots of new ideas at work. (*) (R)
2	I pride myself on how I am able to generate new ideas. (*) (R)
3	I don't get offended easily. (*) (R)
4	I don't respond well to direct criticism.
5	My feelings get hurt easily.
6	It takes a lot to offend me. (R)
7	It takes a lot to hurt my feelings. (R)
8	I am rarely saddened by anything people say about me. (R)
9	I have often proposed new ideas when working in organizations. (*) (R)
Total	**N=213, Cronbach's alpha=0.789**

3.5   Statistical Method (Inferential Statistics)

In order to test the hypotheses presented in chapter 2, a number of statistical methods were applied in the analysis. As the scope of our thesis is extensive, it was required to use different methods to explore the direct relationship between the independent variables and the outcome variables, and to explore the effects of moderating variables on this interaction. In the following subsections we present the statistical methods used in order to better understand the results presented in chapter 4.

3.5.1   Prerequisites for Inferential Statistical Tests

For the use of different statistical tests to be reliable, a variety of different assumptions must be met. In this subsection some of these assumptions are tested for our variables.

Independence of Observations

Many different statistical tests assume independence of observations. This simply means that each participant is only part of one group, and that the observations are not related in any way. In our thesis, each respondent only participated in one of the six scenarios, and the surveys were randomly distributed. We therefore see this assumption as validated.

Normality of Sample (Pearson's r)

An underlying assumption of many statistical tests is that the data is normally distributed, and this can be assessed either graphically or numerically. Graphically, most of the data set values are gathered in the middle of the range on a curve and the rest diminish almost symmetrically to the sides. The curve is often called a bell curve because of the resulting shape. We have use graphical interpretation in our thesis, as our data is manipulated by the scenarios given in the survey. As can be seen in figure 3.3, all of our dependent variables are approximately normally distributed.

Breusch-Pagan test for Absence of Heteroscedasticity

When performing statistical tests, absence of heteroscedasticity is often a prerequisite in the context of regressions. This means that different statistical tests require unequal variances of residuals at each level of predictor variables to be reliable (Field, 2009).
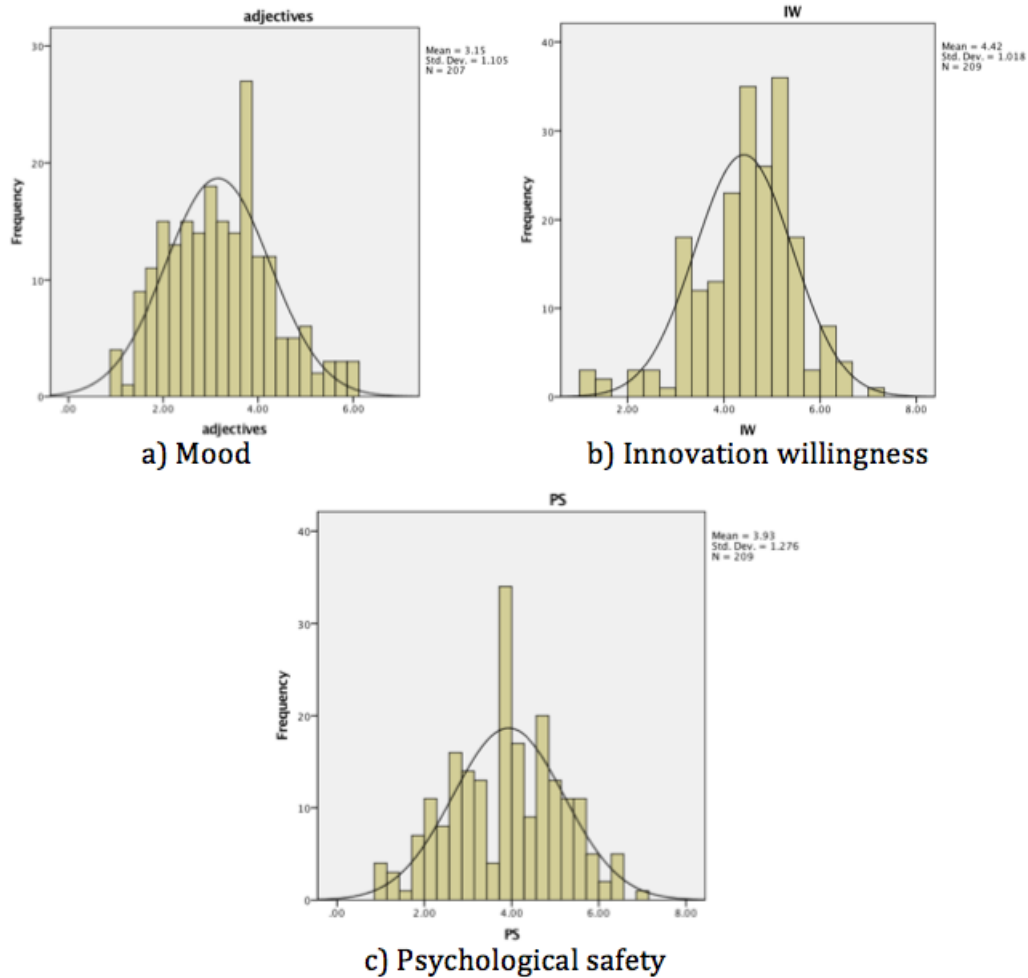
Figure 3.3. Normality of Sample (Pearson's r)

In order to test for heteroscedasticity, a number of different tests can be used. One such test is the test by Breusch-Pagan (Hayes, 2013). The significance level determines whether or not the null hypothesis can be rejected. As we can see in table 3.14, the test is non-significant for Mood and Psychological Safety, while it is significant for Innovation Willingness ($p<0.01$). This indicates that the null-hypothesis of homoscedasticity is rejected for Innovation Willingness. However, given that each participant was given a scenario in the beginning of the survey, the answers may be seen as manipulated. By looking at this result in context with the scatterplots of predicted versus residual values in figure 3.4, we disregard the test results for Willingness to Innovate and conclude that there are no severe cases of heteroscedasticity. In this regard, we see the requirement of absence of heteroscedasticity as fulfilled and can apply statistical tests that require this assumption to be met.

Table 3.14. Breusch-Pagan test for Heteroscedasticity

Outcome variable	N	Rsquare	Df	Xsquare	Sign
Mood	207	0.272	2	1.046	0.353
Innovation Willingness	209	0.089	2	23.516	0.000
Psychological Safety	209	0.137	2	2.118	0.509

a) Mood

b) Innovation Willingness

c) Psychological Safety
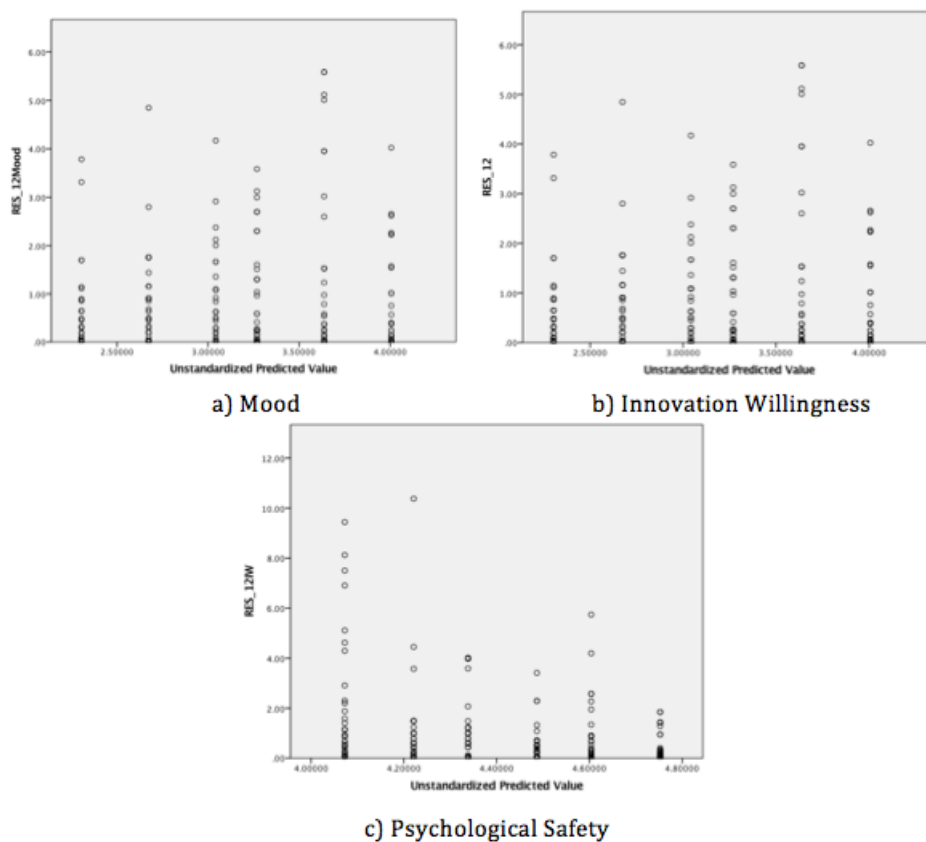
Figure 3.4. Scatterplots for Predicted versus Residual Values for: (a) Mood, (b) Innovation Willingness, (c) Psychological Safety.

Levene's test for Homogeneity of Variances

Homogeneity of variances is often a prerequisite to perform ANOVA-analysis. This can be tested in a number of ways, where the power of the test is dependent on whether or not the data is normally distributed. In our thesis, the independent variable is the Face Message each participant is assigned. In order to test for homogeneity of variances, we use the perceived Face Messages, Leadership Sensitivity, as the observation data

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grouped by the face message given. In addition, we test homogeneity of the dependent variables Mood, Willingness to Innovate, and Psychological Safety. We assume that the scores are normally distributed and proceed with Levene's test to assess equality of variances of populations. The values in this test are derived from the mean difference between the absolute differences in each observation of Leadership Sensitivity, Mood, Innovation Willingness, and Psychological Safety and their corresponding mean.

Similarly to Breusch-Pagan-test, the null hypothesis that the population variances are equal is tested. The obtained sample variance differences are attributed to random sampling if the p-value is higher than the significance value of 0.05. As we can see from table 3.15, the obtained difference in sample variance for Mood, Psychological Safety, and Face Messages are likely to have occurred due to random sampling from a population with equal variances. The difference in Innovation Willingness ($p<0.01$) is unlikely to have occurred due to the same reason. However, due to the nature of our surveys, we disregard this observation and proceed with comparing the means the following chapter.

Table 3.15. Levene's test for homogeneity of variances

	Levene's statistic	**df1**	**df2**	**Significance**
Mood	1.509	2	204	0.223
Innovation Willingness	10.119	2	206	0.000
Psychological Safety	1.027	2	206	0.360
Face Messages	1.948	2	206	0.145

3.5.2   Pearson's Correlation Analysis

Pearson's product moment correlation is used to quantify linear association between the independent variables, moderating variables, manipulation checks, and the three outcome variables Mood, Psychological Safety, and Willingness to Innovate. The goal is to assess how or to what extent the variables are associated with each other, and in this way support or reject our hypotheses. If a relationship between two variables has a

correlation coefficient of +1, this indicates that they are perfectly related in a positive linear sense, whereas a correlation coefficient of -1 indicates a perfect relation in a negative linear sense. If the correlation coefficient equals 0, this indicates that there exists no linear relationship between the two variables (Field, 2009). The correlation coefficient is represented by r. The correlation analysis cannot be interpreted as a cause and effect relationship, but strictly quantifies the linear relationship among the variables in question.

In order to perform this test, the data is required to be interval. All the items used in our survey are answered on a 7-point Likert scale, except for the measure of Rejection Sensitivity which is measured on a 6-point scale, and this requirement is therefore met. In addition, the reliability of the significance of the Pearson's r is dependent on a normally distributed and homoscedastic sample (Field, 2009). See figure 3.3 and figure 3.4, on page 64 and 65 respectively for these tests. From the figures we can see that the sampling distribution is approximately normally distributed and homoscedastic, and the Pearson's correlation analysis can therefore be applied.

3.5.3   Compare Means (Independent T-test)

In our thesis, we are interested in gathering information about the different scenario populations by compare the mean scores in different situations. Compare means is an inferential statistical test for determining whether the mean of two unrelated groups have a statistically significant difference (Trochim, 2006). We use the t-test to help us judge the importance of the difference between the means relative to the spread of their scores. The t-value is a ratio where the difference between group means is divided by the variability of the group. In order to test the significance of the resulting value, the alpha level is set to 0.05. If the t-value is large enough to be significant, it is concluded that the difference between two group means is different. A rejection of the null hypothesis entails that the difference between the means of the two groups is likely to have been a chance finding.

In order to perform such a test, six assumptions must be fulfilled. First of all, the dependent variable must be measured on a continuous scale. All of our variables are measured on a 7-point Likert scale, except the measure of Rejection Sensitivity which is rated on 6-point scale. This requirement is therefore met. The second requirement is that the independent variables should consist of two independent, categorical groups. This requirement is met through the use of either low or high Commitment, combined with

either Face-Threatening or Face-Supportive explanatory variables in each scenario. The third assumption requires independence of observations, and this is met through the fact that each respondent was randomly given only one scenario to base answers on, see 3.5.1. The fourth assumption is that the data should not have any outliers. In order to check for outliers, the transcription process was carefully carried out and insufficient and/or unusual answers were singled out and discarded. This happened to be the case for only one of the answer sheets. Given the nature of our experiment, the outcome variables may seem to be abnormally distributed. However, considering that each participant was provided with a predetermined scenario in which the results were presumed to be negative or positive, we see the answers to be somewhat manipulated and proceed with counting the variables as normally distributed. The fifth assumption requires normal distribution of the outcome variables. Figure 3.3 displays that Mood, Psychological Safety, and Willingness to Innovate are approximately normally distributed. The sixth assumption of homogeneity of variances is also met, see table 3.15

3.5.4   One-way ANOVA (Univariate General Linear Model)

A univariate analysis is one of the simplest ways to analyze data through a General Linear Model (GML). The test has only one dependent variable, but there can be one or more independent variables or factors. In our thesis, we are testing Mood, Psychological Safety, and Innovation Willingness separately as dependent variables. As we are using a single independent variable in our analysis, Face Messages, a one-way ANOVA univariate GLM is the appropriate test to be applied. It allows us to explore effects of individual factors and investigate interactions between factors. In our analysis, the effects and interactions of the moderating factors (Commitment, Resilience, Rejection Sensitivity, and Threat Sensitivity) are included as covariates.

The purpose of the one-way ANOVA univariate test is similar to that of the t-test. While the t-test compares the means of two groups in the context of their variability, a one-way ANOVA univariate analyzes the variance of multiple groups. The null hypothesis tests that there is no difference in the variance between groups. The F-value of such a test is significant when the between group variance is considerably larger than the within group variance. If the null hypothesis is true, there is no interaction between the variables tested. We can then proceed to test hypotheses about the main effects of the variables. On the other hand, when the null hypothesis for an effect is rejected, the corresponding F-value is expected to be 1. The F-value is the ratio between two mean square values. It is important to investigate possible interactions before the main effects are explored,

because the validation of interactions means that it does not make sense to talk about the main effects of the variables.

In order to perform a one-way ANOVA univariate GLM a number of prerequisites must be met. This test assumes that there is independence of observations, that the response variable is normally distributed, and that the population variances are equal. We have explained earlier why we meet the requirement of independence of observations. In section 3.5.1, the dependent variables were concluded approximately normally distributed and the the assumption of homogeneity of data was validated. As the assumptions are met, we proceed with this test.

3.5.5 (Multiple) Linear Regression Analysis

A multiple linear regression analysis can be used to assess if there are some variables that can predict an outcome. In our research, we use this analysis to investigate if the moderating variables interact with the independent variable to predict a change in the outcome variables Mood, Psychological Safety, and Willingness to Innovate.

The multiple linear regression analysis models the relationship between one dependent variable and a set of independent or moderating variables. Through mathematical calculations, the linear regression establishes a linear equations with estimated parameters that are approximately equal to the data. In other words, linear regression is a tool used to predict one variable by using known data about one or more other variables. The more information provided, the better the approximation will be. In the equation, each variable is associated with a standardized regression coefficient which represents the relative importance for explaining the variance in the dependent variable. How close the data are to the fitted regression line is expressed through R squared (R^2). R^2 is always between 0 and 100 %. The higher value for R^2, the more it indicates that the model explains the data's variability, and hence that the model is a good fit for the data.

There are several prerequisites to use a multiple linear regression analysis. However, when working with empirical data, like our research, it is rare to meet all prerequisites. So as long as the violations are not too large, using multiple linear regression is still viable. Some of the prerequisites that this analysis demands are normally distributed residuals, lack of heteroscedasticity, lack of multicollinearity, no autocorrelation, non-linearity, and no influential points. In section 3.5.1, our variables were shown to satisfy some of these demands. We disregards the other assumptions because of the

nature of our survey.

PROCESS

In order to perform a multiple linear regression with one independent variable, one moderating variable, and one outcome variable, we have applied an add-on macro; PROCESS analysis. PROCESS is an add-on for SPSS and SAS written by Andrew F. Hayes, Professor of Quantitative Psychology at The Ohio State University. The add-on is used for statistical mediation, moderation, and conditional process analysis, which is described and documented in *Introduction to Mediation, Moderation, and Conditional Process Analysis* by Andrew F. Hayes.

The add-on uses an ordinary least squares or logistic regression-based path analytic framework for estimating indirect and direct effects in single and multiple mediator models (serial and parallel), two and three way interactions in moderation models along with simple slopes and regions of significance for probing interactions, conditional indirect effects in moderated mediation models with a single or multiple mediators and moderators, and indirect effects of interactions in mediated moderation models also with a single or multiple mediators. For inference about indirect effects, including various measures of effect size, Bootstrap and Monte Carlo confidence intervals are implemented. PROCESS can estimate moderated mediation models with multiple moderators of individual paths, multiple mediators, interactive effects of moderators on individual paths, and models with dichotomous outcomes.

A moderation analysis is used in order to explore the association among the independent variable X and the outcome variable Y. When this association changes in size or sign depending on a third set of variables M, M is said to be a moderating variable for Y (Hayes, 2013). In our study, we expect the effect of X (Face Messages) on Y (Mood, Psychological Safety, and Willingness to Innovate) to be moderated by M (Commitment, Resilience, Rejection Sensitivity, and Threat Sensitivity). The effect of X on Y, moderated by M, is modeled by the use of the following equation:

$$Y = i + bX + cM + dX * M$$

Generally, the moderating effects are given by the interaction of X and M in explaining Y. The values associated to each variable is the respective standardized regression coefficient that illustrate the respective slope for each variable in the model. Each of these values are given by PROCESS together with a statistical significance, p-value, to

signal if the variable is significant for the change in Y. As the moderated effect is given by X*M, it is the significance for d that explain if M is a moderator on the relationship between X and Y.

The Johnson-Neyman technique

The Johnson-Neyman (J-N) technique was developed by Johnson and Neyman in 1936 (Miyazaki & Maier, 2005), and is an option provided by the PROCESS macro. The technique can be used to determine significance and parameter values, the significance of differences in group performance, and to identify the significant regions of the covariates. While this is similar to Fisher's t- and F-tests, what makes the J-N technique unique is the possibility to use it for unparallel lines.

To broaden the insight in our analysis, we performed a Johnson-Neyman analysis for those multiple linear regression models that proved significant in the PROCESS macro. This analysis was performed to investigate for which regions the significance is valid. The prerequisite for using the J-N technique is that the normality and homogeneity of variance assumptions for error are met. As discussed in section 3.5.1, this requirement is met.

Chapter 4

Results

The purpose of this thesis is to investigate how employees perceive different termination strategies, as well as in which direction situational factors and individual traits moderate the reception of the termination. More specifically, the thesis aims to look into how a termination that differs in its relation to Face, affects proponents in their Mood, feeling of individual Psychological Safety, and Willingness to Innovate. In addition, we investigate whether or not Commitment, Resilience, Rejection Sensitivity, and Threat Sensitivity can be seen as moderating variables. In this section, the results of our analysis are presented. Further discussion of these results is represented in chapter 5 will be based on the theory presented in chapter 2.

4.1   Sample Characteristics

The survey was distributed to and answered by a total of 216 students part of a MSTC class, MBA class, or EMBA class. Due to incomplete answers, one respondent from the MSTC class was excluded. In the final sample, 67 responses are from MSTC students, 93 from MBA students, and 55 from EMBA students. See table 4.1.

From the total usable sample of 215 respondents, 68.8% are male and 28.4% are female (2.8% missing answers). As the survey was distributed to classes in MSTC, MBA, and EMBA, all respondents have a higher education. More specifically, 27.9% of the respondents have an undergraduate degree, whereas 70.2% hold an advanced degree (1.9% missing answers). See table 4.2 for more detailed descriptives.

Table 4.1. Sample Characteristics

	Respondents	Percent	Valid Percent
MSTC	67	31.2%	31.2%
MBA	93	43.3%	43.4%
EMBA	55	25.6%	25.6%
Total	215	100%	100%

Table 4.2. Gender and Education of Respondents

	MSTC	MBA	EMBA	Total	Percent	Valid Percent
Females	16	36	9	61	28.4%	29.2%
Males	50	53	45	148	68.8%	70.8%
Undergraduate	22	10	28	60	27.9%	28.4%
Advanced	44	81	26	151	70.2%	71.6%

The respondents have an average age of 33 years, the youngest respondent being 21 years old and the oldest being 59 years old. The MBA class has the youngest group of respondents, averaging 28.9 years in age. This correlates well with the fact that this group also has the least amount of work experience ($\bar{x} = 5.52$). The MSTC class has the longest maximum work experience of 42 years, but the mean work experience is almost the same as that in the EMBA class ($\bar{x} = 36.62$ and $\bar{x} = 36.74$ years, respectively). In total, the respondents have an average work experience of 10.7 years. The age and work experience descriptives are given in table 4.3.

To investigate the respondents' previous innovation history, they were asked to rate how often they propose innovative ideas within the organizations they work at. On a scale from 1: "Not at all" to 7: "Frequently", the mean overall innovation history is reported to be 5.22. One person answered 1, whereas 39 answered 7. In table 4.4, the innovation history for each of the classes is presented. As it is observed from the table, the individuals in the EMBA class rate themselves with the highest innovation frequency among the three different groups. This can be explained by the fact that this class was also the only group that had no respondents with 0 years of previous work experience. They have thereby have had longer time to engage in innovational work than the other groups.

Table 4.3. Age and Work Experience of Respondents

		Mean	Median	Min	Max	Std
Age	**MSTC**	36.62	35.50	23	59	8.58
	MBA	28.85	29.00	21	43	3.56
	EMBA	36.74	36.50	29	46	4.77
	Total	33.37	31.50	21	59	7.02
Work	**MSTC**	14.69	12.00	0	42	8.94
Experience	**MBA**	5.52	5.00	0	20	3.15
	EMBA	14.20	14.50	6	25	4.47
	Total	10.70	9.00	0	42	7.37

Table 4.4. Historical Innovation Frequency for Respondents

	Mean	Median	Min	Max	Std
MSTC	5.30	5	2	7	1.56
MBA	4.99	5	1	7	1.29
EMBA	5.48	6	3	7	1.25
Total	5.22	5	1	7	1.38

In addition, respondents were asked to name the industry in which they had spent most of their career. This question showed that the respondents of our survey have a background from a wide range of industries. The industries that had the highest occurrence were military, finance, consulting, medical section, sales, and IT.

4.2   Correlation Analysis

As an initial analysis of the survey, we performed a Pearson's correlation analysis between the different variables to see which variables interact. The results are presented in table 4.5 on page 78. For the relevant variables, Cronbach's alpha is included diagonally in bold in the table. Face and Commitment were independent variables given in the scenario of the survey, therefore they are not composites and do not have a Cronbach's alpha. Additionally, the Commitment manipulation check consisted of one question, and thus it has no Cronbach's alpha. The sample size N of the correlation analysis varies from 95 to 213. The large span is caused by our first survey, which did not include the questions regarding Resilience. We have also excluded the Face-Neutral scenario in the face variable, and items were removed pairwise rather than listwise in the analysis. A single star indicates a significant correlation at the 0.01 level (2-tailed), while two stars indicates a significance at the 0.05 level (2-tailed). The red numbers indicate that the values are significant at a one-tailed 0.05 level. A positive correlation entails that as one variable increases in value, so does the other variable. A negative correlation entails that as one variable increases in value, the other decreases in value.

Face and its manipulation check, Leadership Sensitivity, are shown to have a significant and strong positive correlation ($r = 0.807$). This is also the case for Commitment and its manipulation check ($r = 0.667$). This means that as the face scenario goes from threatening to supportive, this is correctly mirrored in a stronger sense of Leadership Sensitivity, and that as the Commitment scenario goes from low to high, a higher reported level of Commitment is given.

Face is shown to have a significant positive correlation with the three outcome variables: Mood ($r = 0.516$), Psychological Safety ($r = 0.553$), and Willingness to Innovate ($r = 0.244$). This indicates that a Face-Supportive Termination strategy yields higher values for all of the outcome variables than a Face-Threatening Termination strategy, thus indicating support for hypotheses H1, H2, and H3. The Leadership Sensitivity variable, i.e. the face manipulation check, also significantly correlates with the outcome measures, respectively $r = 0.641, r = 0.600$, and $r = 0.329$. While all of these correlations have a slightly higher correlation value with Leadership Sensitivity than for Face, Leadership Sensitivity and Psychological Safety are significant at a lower level that the others ($p = 0.05$). In the table, it is also shown that Face does not have a significant relationship with any of the moderating variables. In other words, it means that they do not affect each other. However, the correlation between Leadership Sensitivity and

Commitment is shown to have a significant negative relationship ($r = -0.146$), indicating that individuals that received a Face-Supportive scenario also had a lower level of commitment.

Though not in the scope of our hypotheses, we also checked the correlation between the other variables. This was done to gain deeper insight into other possible effects and connections between variables. As table 4.5 shows, we found that the outcome variables are all significantly positively correlated with each other; Mood and Psychological Safety ($r = 0.622$), Mood and Willingness to Innovate ($r = 0.397$), and Psychological Safety and Willingness to Innovate ($r = 0.479$). The fact that they all increase or decrease together, may indicate that they are connected and that one affects the other. It can therefore be argued that they are all a part of an organization's innovation climate, and all are of importance to the company.

The three variables of Resilience, Rejection Sensitivity, and Threat Sensitivity are also all correlated to each other. The analysis found the correlation to be negative between Resilience and Rejection Sensitivity ($r = -0.501$), and Resilience and Threat Sensitivity ($r = -0.593$), but positive between Rejection Sensitivity and Threat Sensitivity ($r = 0.188$). In other words, the results indicate that Rejection Sensitivity and Threat Sensitivity move in the same direction, and in the opposite direction of Resilience.

Additional interesting findings from the correlation analysis include that Mood has a significant negative correlation with Commitment ($r = -0.444$) and the Commitment check ($r = -0.307$), and Psychological Safety negatively correlates with Threat Sensitivity ($r = -0.145$). In other words, this indicates that a strong Commitment will yield a worse Mood after the termination process, and a more Threat Sensitive individual is likely to feel less Psychologically Safe after the project is terminated.

By including one-tailed correlations (indicated by the red font in the table), Threat Sensitivity is found to be negatively correlated with both Leadership Sensitivity ($r = -0.135$) and Mood ($r = -0.117$), and Psychological Safety is negatively correlated with Commitment ($r = -0.117$). In other words, this one-tailed analysis indicates that the more Threat Sensitive a person is, the more sensitive they rated the termination and the better their Mood is afterwards, and that a higher level of Commitment to the project yields a lower feeling of Psychological Safety. However, a one-tailed test only tests for the possibility of the relationship in one direction and completely disregards the possibility of a relationship in the other direction. The results are nevertheless included, in order to gain broader understanding of the relationships.

Variable	Mean	SD	1	2	3	4	5	6	7	8	9	10
1 Face	1.4965	0.50175	-									
2 Sensitivity check	3.2727	1.59846	0.807**	0.819								
3 Mood	3.154	1.10524	0.516**	0.641**	0.886							
4 Psychologcial Safety	3.9303	1.27646	0.553**	0.600**	0.622**	0.87						
5 Willingness to Innovate	4.4152	1.01761	0.244**	0.329**	0.397**	0.479**	0.717					
6 Commitment	1.507	0.5011	-0.007	-0.146*	-0.444**	-0.117	-0.074	-				
7 Commitment check	5.14	1.9353	0.105	-0.079	-0.307**	-0.033	0.045	0.667**	-			
8 Resilience	5.6315	0.66828	0.097	0.098	0.068	0.105	0.103	-0.058	-0.054	0.83		
9 Rejection Sensitivity	7.8534	3.12833	0.045	-0.068	-0.075	-0.087	-0.106	-0.018	-0.012	-0.501**	0.79	
10 Threat Sensitivity	4.8247	0.92049	-0.092	-0.135	-0.117	-0.145*	-0.106	0.028	0.037	-0.593**	0.188**	0.789

N: Sample size varies from 95 (Resilience and face) to 213, according to the specific bivariate analysis

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Cronbach's Alpha is displayed on the diagonal (bold)

The numbers in red are significant at the 0.05 level (1-tailed)

Table 4.5. Pearson's Correlations

4.3 Direct Effects of a Termination Strategy

To research the first part of our thesis, i.e. how an individual's Mood, feeling of Psychological Safety, and Willingness to Innovate is impacted by a Face-Threatening or Face-Supportive Termination message, we first look into the general effect of Face Messages without any moderating factors. The statistical methods used are independent t-tests for comparing means and one-way ANOVA Univeriate General Linear Model. We repeat our hypotheses for the outcome variables in table 4.6.

Table 4.6. Overview of Outcome Variable Hypotheses

OUTCOME VARIABLES:
Mood, Psychological Safety, & Willingness to Innovate

Hypothesis 1: Following a Face-Threatening Termination, proponents will experience a more negative mood than after a Face-Supportive termination.

Hypothesis 2: Following a Face-Threatening Termination, proponents will feel less psychologically safe than after a Face-Supportive Termination.

Hypothesis 3: Following a Face-Threatening Termination, proponents will be less willing to innovate than after a Face-Supportive Termination.

4.3.1 Mood Assessment

To analyze whether or not respondents experienced different emotions after encountering various termination strategies, we asked them to indicate their position on eight emotions (e.g. happiness, excitement, encouragement) following the scenario they were given. These eight items were combined to illustrate the respondents' overall Mood, see subsection 3.3.1. The higher the mean score, the better the proponents felt after reading the scenario. This new variable had a sample size of 207 and a Cronbach's alpha of 0.886. A one-way ANOVA univariate analysis of the direct effect of Face Messages on Mood was conducted to determine if Face is in fact a significant determinant of Mood. The analysis gave a statistical significance determined by

$F(1, 136) = 49.425, p = 0.000$. As the p-level is below 0.05, we can reject the null hypothesis that there is no interaction between Face Messages and Mood. In other words, Face Messages influence the outcome Mood of a proponent, thus supporting H1. The higher the F-value is, the larger is the difference in variance.

The difference between a Face-Threatening and a Face-Supportive Termination was investigated by the use of compare means and independent t-test. Table 4.12 shows the mean score of proponents' Mood following a Face-Supportive or a Face-Threatening Termination, and these scores are also illustrated in figure 4.1. The data shows that the proponents feel the worst after experiencing a Face-Threatening Termination ($\bar{x} = 2.53 \pm 0.87$), and the best after a Face-Supportive Termination ($\bar{x} = 3.68 \pm 1.06$). An inferential t-test of the difference with an independent groups t-test yields a rejection of the null hypothesis of no difference with equal variances assumed $t = -7.030, p = 0.000$. The observed difference in Mood can therefore not be attributed to chance, thus supporting hypothesis H1: *Following a Face-Threatening Termination, proponents will experience a more negative mood than after a Face-Supportive Termination.*.

Table 4.7. Proponents' Mood After a Project Termination

	Mean	Std	N	Min	Max
Face-Threatening	2.5264	0.874	71	1	5
Face-Supportive	3.6847	1.057	67	1	6
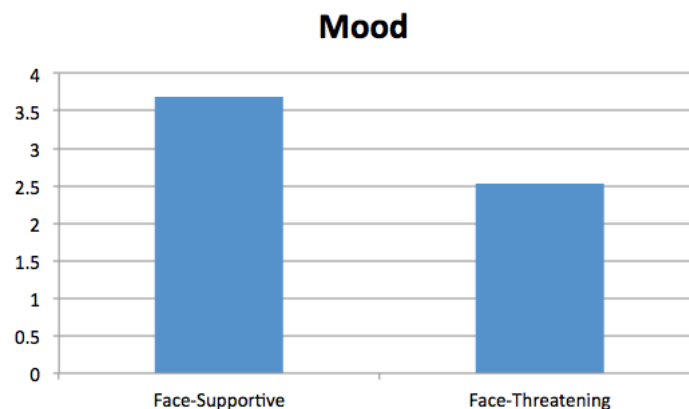
Figure 4.1. Proponents' Mood After a Project Termination

Table 4.8. Feeling of Psychological Safety after a project termination

	Mean	Std	N	Min	Max
Face-Threatening	3.0765	1.21479	71	1	6
Face-Supportive	4.5842	1.06491	67	2.14	7

4.3.2 Psychological Safety

As described in section 3, individual Psychological Safety was measured by slightly adjusting the wording of the established scale by Amy Edmondson. Respondents answered seven statements on a 7-point Likert-scale, with a low value for "very unlikely" and a high value for "very likely". These answers were combined into a new variable, measuring the individual Psychological Safety. The new variable had sample size of 209 and a Cronbach's alpha of 0.870. The higher the value, the more Psychologically Safe the proponent felt after the termination. A one-way ANOVA univariate analysis of the direct effect of Face Messages on Psychological Safety was conducted to determine if Face is in fact a significant determinant of Psychological Safety. The analysis gave a statistical significance determined by $F(1, 136) = 59.825, p = 0.000$. As the significance level is lower than 0.05, we reject the null hypothesis, and find that there is an interaction between Face Messages and Psychological Safety. The high F-value indicates that the variation found is larger than expected to be seen by chance, thus supporting H2.

The difference between a Face-Threatening and a Face-Supportive Termination was investigated by the use of compare means and independent t-test. Table 4.8 and figure 4.2 show the mean score the proponent's feeling of Psychological Safety after a Face-Supportive or a Face-Threatening Termination. They show that the proponents feel less safe after experiencing a Face-Threatening Termination ($\bar{x} = 3.08 \pm 1.21$), than after a Face-Supportive Termination ($\bar{x} = 4.58 \pm 1.06$). An inferential test of the difference with an independent samples t-test yields a rejection of the null hypothesis of no difference with equal variances assumed $t = -7.735, p = 0.000$. This observed difference in Psychological Safety can therefore not be attributed to chance. In other words, the feeling of Psychological Safety after a Face-Supportive Termination is stronger than after a Face-Threatening Termination, supporting hypothesis H2: *Following a Face-Threatening Termination, proponents will feel less psychologically safe than after a Face-Supportive Termination.*
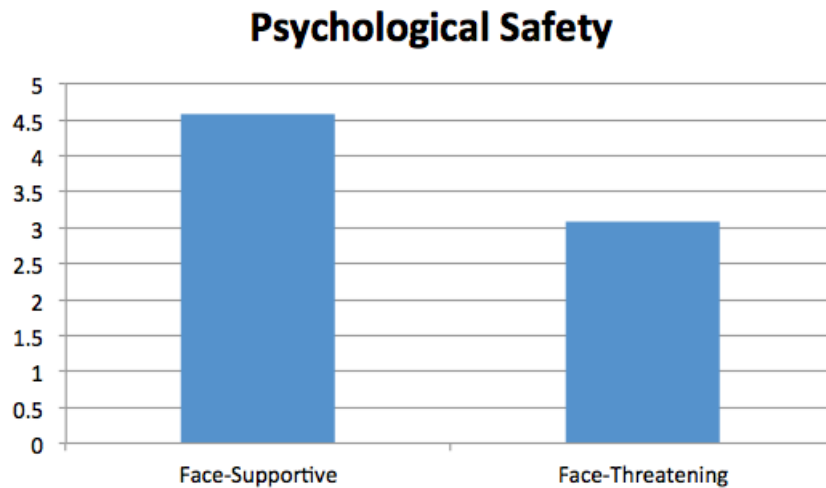
Figure 4.2. Proponents' Psychological Safety After a Termination

4.3.3 Willingness to Innovate

As described in section 3.3.3, to examine proponents Willingness to Innovate after being told that their current project is terminated, respondents were asked to rate the likelihood of nine statements that cover their willingness to search out, generate, champion, and implement new ideas. These nine statements were combined into a new variable, with a sample size of 209 and Cronbach's Alpha of 0.717. Respondents answered each statement on a 7-point Likert-scale, with a low value for "very unlikely" and a high value for "very likely". The higher the value reported, the more willing to continue innovating was the proponent.

A one-way ANOVA univariate analysis of the direct effect of Face Messages on Willingness to Innovate was conducted to determine if Face is in fact a significant determinant of Willingness to Innovate. The analysis gave a statistical significance determined by $F(1, 135) = 8.516, p = 0.004$. As the significance level is lower than 0.05, we reject the null hypothesis that there is no effect of Face Messages on Willingness to Innovate. The F-value tells us that the variation among between-group means is larger than what it is expected to be due to chance, thus supporting H3.

The difference between a Face-Threatening and a Face-Supportive Termination was investigated by the use of compare means and independent t-test. Table 4.9 and figure 4.3 show the mean score the of the proponent's Willingness to Innovate after a Face-Supportive or a Face-Threatening Termination. They show that the proponents feel less Willing to Innovate after experiencing a Face-Threatening Termination ($\bar{x} = 4.05 \pm 1.26$), than after a Face-Supportive Termination ($\bar{x} = 4.59 \pm 0.87$). An

inferential test of the difference with an independent groups t-test yields a rejection of the null hypothesis of no difference with equal variances assumed $t = -2.918, p = 0.004$. This observed difference in Willingness to Innovate can therefore not be attributed to chance. In other words, the Willingness to Innovate is weaker after a Face-Threatening Termination than after a Face-Supportive Termination, supporting hypothesis H3: *Following a Face-Threatening Termination, proponents will be less willing to innovate than after a Face-Supportive Termination* .

Table 4.9. Willingness to Innovate After a Project Termination

	Mean	Std	N	Min	Max
Face-Threatening	4.0548	1.26	69	1	6.33
Face-Supportive	4.5948	0.87	68	2.33	6.33

Willingness to Innovate
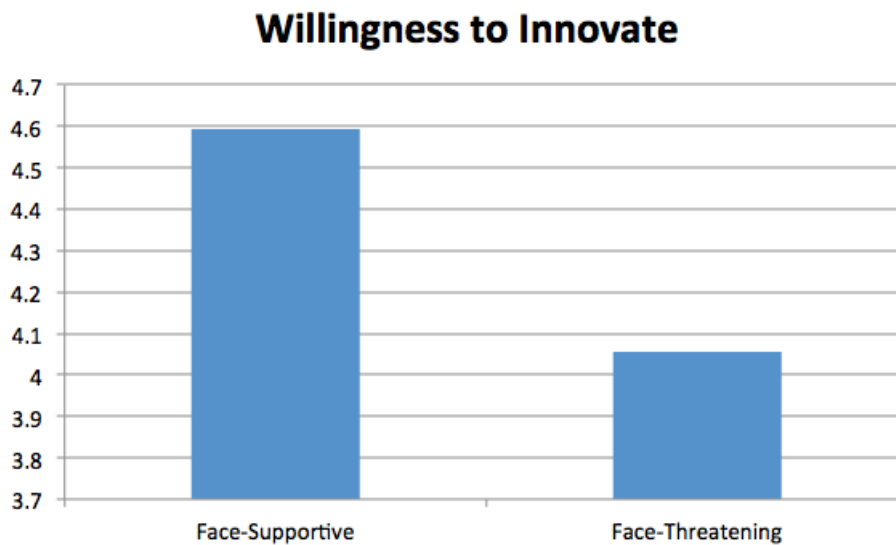
Figure 4.3. Proponents' Willingness to Innovate After a Termination

4.4   Moderating the Effects of a Termination Strategy

As we argued for in chapter 2, the moderating variables Commitment, Resilience, Rejection Sensitivity, and Threat Sensitivity can all adjust an individual's response to a termination, both in the case of Face-Supportive or Face-Threatening Termination. We formed hypotheses based on literature that claim that different levels of each moderating variable affect the impact the termination has on the three outcome variables Mood, Psychological Safety, and Willingness to Innovate. Based on the literature, we also assume that the moderating impact will be greater in a Face-Threatening Termination than in a Face-Supportive one. In the following subsections, these hypotheses will be analyzed with the use of the statistical methods of compare means, Univariate analysis, and a multilinear regression analysis.

4.4.1   Commitment as a Moderator

For the moderating variable Commitment, we argued that the higher level of Commitment to a project, the more negative the consequences from a project termination will be. In other words; when the Commitment level is high, we expect the Mood to be worse, the level of Psychological Safety to be lower, and the Willingness to Innovate to be worse following a termination than with a low level of Commitment. We repeat our hypotheses for Commitment in table 4.10.

To analyze the moderating effects of Commitment, we used the scenarios given in the survey, but substituted the given level of Commitment with the measured level of Commitment, i.e. the Commitment manipulation check. The Commitment manipulation check had values ranging from 1 to 7, so we first divided the measure into two groups: a low level of Commitment and a high level. As the mean for the Commitment check was found to be 5.140, this was used as a cut-off point between the two. The number of respondents in each scenario is displayed in table 4.11. The outcome variables Mood, Psychological Safety, and Willingness to Innovate were then investigated based on the four scenarios.

Table 4.10. Overview of Commitment Hypotheses

COMMITMENT

Hypothesis 4a:

I: People high in commitment will experience a more negative mood following a termination than people low in commitment.

II: The effect of commitment on mood is stronger with a Face-Threatening Termination strategy than a Face-Supportive Termination strategy.

Hypothesis 4b:

I: People high in commitment will feel less psychologically safe following a termination than people low in commitment.

II: The effect of commitment on psychological safety is stronger with a Face-Threatening Termination strategy than a Face-Supportive Termination strategy.

Hypothesis 4c:

I: People high in commitment will be less willing to innovate following a termination than people low in commitment.

II: The effect of commitment on willingness to innovate is stronger with a Face-Threatening Termination strategy than a Face-Supportive Termination strategy.

Table 4.11. Commitment Scenarios

	Face-Threatening	Face-Supportive
Low Commitment	34	32
High Commitment	38	38

Mood

To analyze the impact of Commitment on proponents' Mood, we first compared the mean scores and investigated the difference's significance by performing a t-test. In table 4.12 the mean score of the proponent's Mood after each scenario is given (high or low Commitment, Face-Threatening or Face-Supportive), together with sample sizes and standard deviations. As the table shows, proponents feel the worst after experiencing a Face-Threatening and high-Commitment scenario ($\bar{x} = 2.21 \pm 0.66$), and the best after the Face-Supportive and low-Commitment scenario ($\bar{x} = 4.19 \pm 1.06$). The mean Mood score after each scenario is illustrated in figure 4.4. It is evident from the figure that in both a Face-Threatening and a Face-Supportive Termination situation, respondents endured a worse Mood when their Commitment level was high rather than low. An inferential test of the difference between high and low Commitment with an independent groups t-test yields a rejection of the null hypothesis of no difference with equal variances assumed $t = 3.466, p = 0.001$ for Face-Threatening and $t = 4.022, p = 0.000$ for Face-Supportive. This observed difference in Mood due to level of Commitment can therefore not be attributed to chance. This supports H4a) I: *People high in commitment will experience a more negative mood following a termination than people low in commitment*.

Figure 4.5 compares these results with the mean score for Mood provided when not moderating for Commitment. Comparing these to each other, it is clear that the Mood is still always better when the reader has low Commitment, and worse when the reader has high Commitment. When we are not controlling for the moderator, the Mood (blue column) is approximately equal to the mean of those after a high or low Commitment (red and green column). This is true for both a Face-Threatening and a Face-Supportive Termination. In table 4.13 the percentage change between the scores with and without moderator are calculated. The results show that with Commitment as a moderator, the
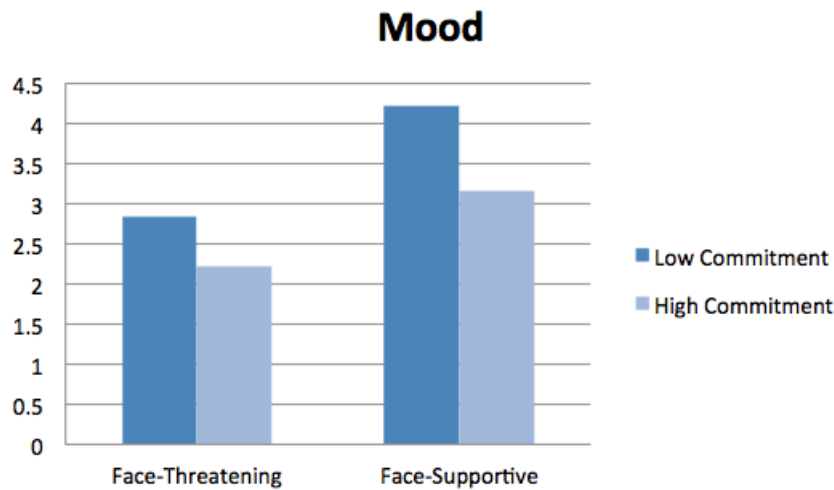
Figure 4.4. Proponents' Mood Moderated by Commitment

Table 4.12. Proponents' Mood Moderated by Commitment

	Face-Threatening	**Face-Supportive**
Low Commitment	$\bar{x} = 2.8750$ Std=0.955297 N=34	$\bar{x} = 4.1895$ Std=1.06403 N=31
High Commitment	$\bar{x} = 2.2061$ Std=0.65763 N=37	$\bar{x} = 3.250$ Std=0.84726 N=36
Significance	p=0.001, t=3.466	p=0.000, t=4.022

change in Mood for a Face-Supportive Termination with low Commitment is 13.8%, and for high Commitment the change is -11.7%. In a Face-Threatening Termination, the change with low Commitment is 13.0% and with high Commitment the change is -12.6%. As the difference in change between a Face-Threatening and Face-Supportive Termination is very small, these descriptive statistics do not find support for H4a) II: *The effect of commitment on mood is stronger with a Face-Threatening Termination strategy than a Face-Supportive Termination strategy.* Instead, these results support that the effect of Commitment on Mood is the same for a Face-Threatening and a Face-Supportive Termination.

The comparative mean analysis has been productive in providing us with insight into how the values differ and how they change after adding a moderator. However, it does not tell us if the interaction between Face Messages and Commitment is significant on
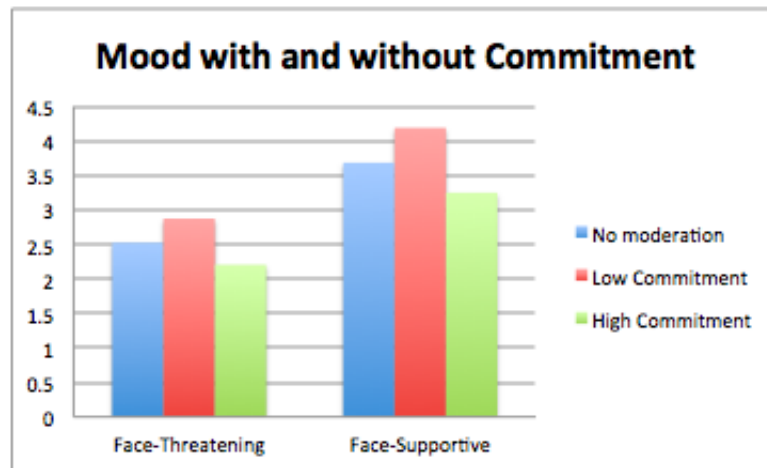
Figure 4.5. Proponents' Mood With and Without the Moderation of Commitment

Mood as an outcome variable, and thus if it is valid for us to refer to Commitment as a moderating variable. To analyze this, we conducted a one-way ANOVA Univariate analysis. The result of this analysis showed that the interaction had a statistical difference determined by $F(1, 134) = 0.593, p = 0.443$. As the significance level is higher than 0.05, we validate the null hypothesis and conclude that there is no interaction effect between the variables. This again rejects H4a) II, and supports the conclusion reached above, that the impact of Commitment on Mood is the same for a Face-Threatening Termination and a Face-Supportive Termination. As there is no interaction effects between the variables, we explore the main effect of Commitment. The F-value of the Commitment main effect is 12.824 at 0.000 significance level. The null hypothesis must therefore be rejected, and it is concluded that the variable Commitment has an influence on the outcome of Mood, thus supporting H4a) I.

A moderating analysis in the PROCESS Macro regression tool also concludes that Commitment is not a significant moderator between Face Messages and Mood. The regression model is on the form $Y = i + bX + cM + dX * M$, where Y is Mood, X is Face, and M is Commitment check. The output from PROCESS reveals the regression model to equal

$$Y = 1.550 + 1.5495X - 0.0529M - 0.0641X * M$$

The proportion of the variance in Y uniquely attributed to the moderation of X's effect by M is given by R-sqr = 0.0030. The change in R-sqr and the interaction between Face and Commitment on Mood, both have a significance level equal to 0.4427. This value is not below the significance level of 0.05, and thus we cannot reject the null hypothesis. The data is presented in figure 4.42 on page 134. In other words, we do not have

Table 4.13. Proponents' Mood With and Without the Moderation of Commitment

	Face-Threatening	**Face-Supportive**
Low Commitment	$\bar{x} = 2.8750$	$\bar{x} = 4.1895$
	Std=0.955297	Std=1.06403
	N=34	N=31
	change=13%	change=13.8%
No Moderator	$\bar{x} = 2.5264$	$\bar{x} = 3.6847$
	Std=0.874	Std=1.057
	N=71	N=67
High Commitment	$\bar{x} = 2.2061$	$\bar{x} = 3.250$
	Std=0.65763	Std=0.84726
	N=37	N=36
	change=-12.6%	change=-11.7%

sufficient data to support hypothesis H4a) II, and cannot conclude that Commitment moderates the relationship between a termination strategy and the succeeding Mood.

Psychological Safety

In subsection 2.4.1 we argued that the higher level of Commitment to a project, the less Psychologically Safe will a proponent feel after a project termination. In table 4.14 the mean score of Psychological Safety after each of the scenarios is given with sample sizes and standard deviations. The results show that Face-Threatening and high Commitment has the lowest level of Psychological Safety ($\bar{x} = 2.97 \pm 1.194$), and Face-Supportive and low Commitment has the highest level of Psychological Safety ($\bar{x} = 4.84 \pm 1.05$). The mean score after each scenario is illustrated in figure 4.6. It is evident from the figure that in both Face-Threatening and Face-Supportive terminations, respondents felt less Psychologically Safe when their Commitment level was high rather than low. This supports hypothesis H4b) I: *People high in commitment will feel less psychological safe following a termination than people low in commitment*. However, an inferential test of the difference between high and low Commitment with an independent groups t-test yields a validation of the null hypothesis that there is no difference in Psychological Safety with equal variances assumed $t = 0.803, p = 0.425$ for Face-Threatening and $t = 1.883, p = 0.064$ for Face-Supportive. The significance level for Face-Supportive is close to the 0.05 cut-off point, and may indicate that there could be a difference in Psychological Safety due to Commitment level for this Face situation. This observed

Table 4.14. Psychological Safety Moderated by Commitment

	Face-Threatening	**Face-Supportive**
Low Commitment	$\bar{x} = 3.1975$	$\bar{x} = 4.8433$
	Std=1.24292	Std=1.04936
	N=34	N=31
High Commitment	$\bar{x} = 2.9653$	$\bar{x} = 4.3611$
	Std=1.19447	Std=1.04113
	N=37	N=36
Significance	t=0.803, p=0.425	t=1.883, p=0.064,

difference in Psychological Safety due to level of Commitment can therefore be attributed to chance. The t-test does not support H4b) I.

Figure 4.6. Proponents' Psychological Safety Moderated by Commitment

Figure 4.7 compares these results with the Psychological Safety mean score provided when not moderating for Commitment. Comparing these to each other, it is clear that the level of Psychological Safety is always better when the respondent has low Commitment and worse when the respondent has high Commitment. For both a Face-Threatening and a Face-Supportive Termination, high Commitment decreases the proponents' feeling of Psychological Safety, while a low Commitment increases it. In table 4.15 the percentage change between the scores with and without moderator are calculated. The results show that with Commitment as a moderator, the change in Psychological Safety for a Face-Supportive Termination with low Commitment is 3.61%, and the change for high Commitment is -4.85%. In a Face-Threatening Termination, the changes are a little stronger, with low Commitment at 3.93% and high Commitment at -5.65% change. This

supports what we hypothesized in H4b) II: *The effect of commitment on psychological safety is stronger with a Face-Threatening Termination strategy than a Face-Supportive Termination strategy.*

Figure 4.7. Proponents' Psychological Safety With and Without the Moderation of Commitment

The comparative mean analysis has been productive in providing us with insight into how the values differ and how they change after adding a moderator. However, it does not tell us if the interaction between Face Messages and Commitment is significant on Psychological Safety as an outcome variable, and thus if it is valid for us to refer to Commitment as a moderating variable. To analyze this, we conducted a one-way ANOVA Univariate analysis. The result of this analysis showed that the interaction had a statistical difference determined by $F(1, 134) = 0.210, p = 0.647$. As the significance level is higher than 0.05, we validate the null hypothesis that there is no interaction effect between the variables, thus rejecting H4b) II. The absence of interaction makes it reasonable to explore the main effect of Commitment on Psychological Safety. The variable Commitment has a main effect value of 0.931 at 0.336 significance level. The null hypothesis is thereby validated, and it is concluded that the variable Commitment does not influence the outcome of Psychological Safety when ignoring all other variables. This rejects H4b) I.

The moderating analysis in the PROCESS Macro regression tool also support that Commitment is not a significant moderator between Face Messages and Psychological

Table 4.15. Psychological Safety With and Without the Moderation of Commitment

	Face-Threatening	**Face-Supportive**
Low Commitment	$\bar{x} = 3.1975$	$\bar{x} = 4.8433$
	Std=1.24292	Std=1.04936
	N=34	N=31
	change=13%	change=13.8%
No Moderator	$\bar{x} = 3.0765$	$\bar{x} = 4.5842$
	Std=1.21479,	Std=1.06491
	N=71	N=67
High Commitment	$\bar{x} = 2.9653$	$\bar{x} = 4.3611$
	Std=1.19447	Std=1.04113
	N=37	N=36
	change=-5.65%	change=-4.85%

Safety. The regression model is on the form $Y = i + bX + cM + dX * M$, where Y is Psychological Safety, X is Face, and M is Commitment. The output from PROCESS reveals the regression model to be

$$Y = 1.4364 + 1.7663X + 0.021M - 0.0468X * M$$

The proportion of the variance in Y uniquely attributed to the moderation of X's effect by M is given by R-sqr = 0.0011. Both this change in R-sqr and the interaction between Face and Commitment on Psychological Safety have a significance level equal to 0.6474. This value is not below the significance level of 0.05, and thus we cannot reject the null hypothesis. The data is presented in figure 4.42 on page 134. In other words, we do not have sufficient data to support H4b) II, and cannot conclude that Commitment moderates the relationship between a termination strategy and the succeeding feeling of Psychological Safety.

Willingness to Innovate

In subsection 2.4.1 we argued that the higher level of Commitment to a project, the less Willing to Innovate will a proponent feel after a project termination. In table 4.16 the mean score of Innovation Willingness after each of the scenarios is given together with sample sizes and standard deviations. As the table shows, proponents are the least Willing to Innovate after a Face-Threatening and high Commitment scenario

Table 4.16. Willingness to Innovate Moderated by Commitment

	Face-Threatening	**Face-Supportive**
Low	$\bar{x} = 4.1044$	$\bar{x} = 4.6703$
Commitment	Std=1.17225	Std=0.75595
	N=33	N=31
High	$\bar{x} = 4.0093$	$\bar{x} = 4.5315$
Commitment	Std=1.34266	Std=0.96727
	N=36	N=37
Significance	t=0.312, p=0.756	t=0.650, p=0.518

($\bar{x} = 4.01 \pm 1.172$), and the most willing after a Face-Supportive and low Commitment scenario ($\bar{x} = 4.67 \pm 0.756$). These results are illustrated in figure 4.8. From the figure it is clear that for both a Face-Threatening and a Face-Supportive Termination, proponents are less Willing to Innovate when they are highly committed than when they are less committed. This supports H4c) I: *People high in commitment will be less willing to innovate following a termination than people low in commitment*. However, an inferential test of the difference between high and low Commitment with an independent groups t-test yields a validation of the null hypothesis that there is no difference in Willingness to Innovate with equal variances assumed $t = 0.312, p = 0.756$ for Face-Threatening and $t = 0.650, p = 0.518$ for Face-Supportive. This observed difference in Willingness to Innovate due to level of Commitment can therefore be attributed to chance. The t-test does not support H4c) I.
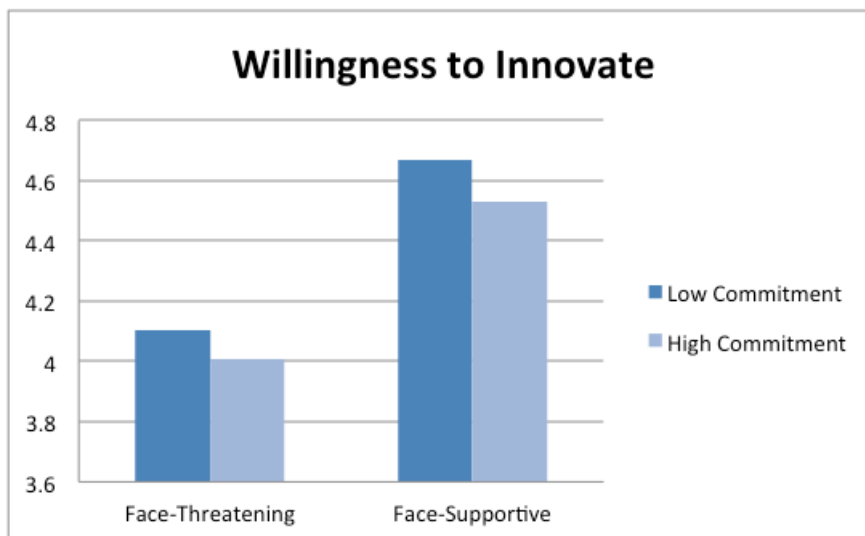
Figure 4.8. Proponents' Willingness to Innovate Moderated by Commitment

Figure 4.9 compares these results with the Willingness to Innovate mean score provided when not moderating for Commitment. Comparing these to each other, it is clear that the Mood is still always better when the respondent has low Commitment, and worse when the respondent has high Commitment. For both a Face-Threatening and a Face-Supportive Termination a high level of Commitment decreases the proponents' Willingness to Innovate while a low Commitment increases it. In table 4.17 the percentage change between the scores with and without moderator are calculated. The results show that with Commitment as a moderator, the change in Willingness to Innovate for a Face-Supportive Termination with low Commitment is 1.64%, and high Commitment is -1.38%. In a Face-Threatening Termination, the changes with low Commitment are 1.22% and with high Commitment are -1.12% change. These changes are all very small, and thus indicate that there is no difference between the impact of Commitment on a Face-Threatening and a Face-Supportive Termination. In other words, the results do not support H4c) II: *The effect of commitment on willingness to innovate is stronger with a Face-Threatening Termination strategy than a Face-Supportive Termination strategy.*
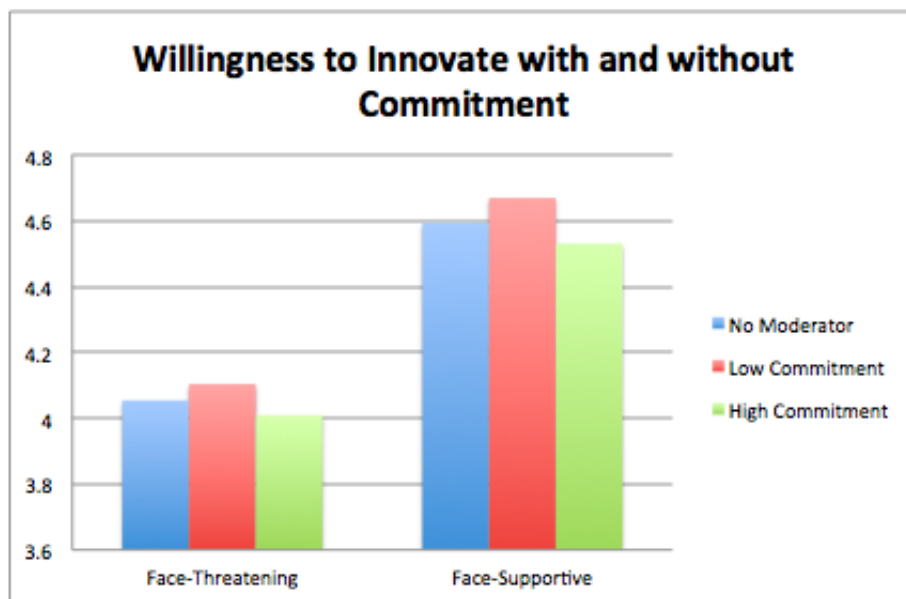
Figure 4.9. Proponents' Willingness to Innovate With and Without the Moderation of Commitment

The comparative mean analysis has been productive in providing us with insight into how the values differ and how they change after adding a moderator. However, it does not tell us if the interaction between Face Messages and Commitment is significant on Willingness to Innovate as an outcome variable, and thus if it is valid for us to refer to Commitment as a moderating variable. To analyze this, we conducted a one-way

Table 4.17. Willingness to Innovate moderated With and Without the Moderation of Commitment

	Face-Threatening	Face-Supportive
Low Commitment	$\bar{x} = 4.1044$ Std=1.17225 N=33 change=1.22%	$\bar{x} = 4.6703$ Std=0.75595 N=31 change=1.64%
No Moderator	$\bar{x} = 4.0548$ Std=1.26 N=69	$\bar{x} = 4.5948$ Std=0.87 N=68
High Commitment	$\bar{x} = 4.0093$ Std=1.34266 N=36 change=-1.12%	$\bar{x} = 4.5315$ Std=0.96727 N=37 change=-1.38%

ANOVA Univariate analysis. The result of this analysis showed that the interaction had a statistical difference determined by $F(1, 133) = 0.594, p = 0.442$. As the significance level is higher than 0.05, the null hypothesis that there is no interaction effect between the variables is true, thus rejecting H4c) II. As there is no interaction, we proceed to investigate the main effect of Commitment on Willingness to Innovate. The F-value of the Commitment main effect is 0.404 at 0.526 significance level. The null hypothesis must therefore be validated, and it is concluded that the variable Commitment does not influence the outcome of Willingness to Innovate when ignoring all other variables. This rejects H4c) I.

Similarly to the univariate test, the moderating analysis in the PROCESS Macro regression tool concludes that Commitment is not a significant moderator between Face Messages and Willingness to Innovate. The regression model is on the form $Y = i + bX + cM + dX * M$, where Y is Willingness to Innovate, X is Face, and M is Commitment. The output from PROCESS reveals the regression model to be

$$Y = 2.8102 + 0.9097X + 0.1433M - 0.0749X * M$$

The proportion of the variance in Y uniquely attributed to the moderation of X's effect by M is given by R-sqr = 0.0042. Both this change in R-sqr and the interaction between face and Commitment on Willingness to Innovate have a significance equal to 0.4424. This value is not below the significance level of 0.05, and thus we cannot reject the null

hypothesis. The data is presented in figure 4.42 on page 134. In other words, we do not have sufficient data to support H4c) II, and cannot conclude that Commitment moderate the relationship between a termination strategy and the succeeding Willingness to Innovate.

4.4.2   Resilience as a Moderator

For the moderating variable Resilience, we argued that the higher the level of Resilience, the less negative will the individual be affected by a project termination. In other words, we expect the Mood to be better, the level of Psychological Safety to be higher, and Willingness to Innovate to be stronger with higher levels of Resilience. We repeat our hypotheses for Resilience in table 4.18.

Table 4.18. Overview of Resilience Hypotheses

RESILIENCE

Hypothesis 5a:
I: People with low resilience will experience a more negative mood following a termination than people with high resilience.
II: The effect of resilience on mood is stronger with a Face-Threatening Termination strategy than a Face-Supportive Termination strategy.

Hypothesis 5b:
I: People with low resilience will feel less psychologically safe following a termination than people with high resilience.
II: The effect of resilience on psychological safety is stronger with a Face-Threatening Termination strategy than a Face-Supportive Termination strategy.

Hypothesis 5c:
I: People with low resilience will be less willing to innovate following a termination than people with high resilience.
II: The effect of resilience on willingness to innovate is stronger with a Face-Threatening Termination strategy than a Face-Supportive Termination strategy.

To analyze the moderating effect of Resilience, we first divided the measure into two groups: a low level of Resilience and a high level. As the mean for Resilience was found to be 5.6315, this was used as a cut-off point between the two. Additionally, the answers were separated based on if the respondents had received a Face-Threatening or Face-Supportive scenario. In this regard, four situations similar to those with

Table 4.19. Resilience Scenarios

	Face-Threatening	Face-Supportive
Low Resilience	24	20
High Resilience	23	28

Commitment and Face were created. The number of respondents in each scenario is displayed in table 4.19.

Mood

Table 4.20 shows the mean score, sample size, and standard deviations for the proponents' Mood according to the scenario they were presented (high or low Resilience, Face-Threatening or Face-Supportive). As the table shows, proponents felt the worst after experiencing a Face-Threatening Termination and high Resilience scenario ($\bar{x} = 2.40 \pm 0.863$), and the best after a Face-Supportive and low Resilience scenario ($\bar{x} = 3.65 \pm 0.848$). The mean Mood score after each scenario is illustrated in figure 4.10. It is evident from the figure that in both a Face-Threatening and a Face-Supportive Termination situation, respondents endured a worse Mood when their Resilience level was high rather than low. This is the opposite of H5a) I: *People with low resilience will experience a more negative mood following a termination than people with high resilience.* An inferential test of the difference between high and low Resilience with an independent groups t-test yields a validation of the null hypothesis that there is no difference in Mood with equal variances assumed $t = 0.406, p = 0.686$ for Face-Threatening and $t = 0.886, p = 0.380$ for Face-Supportive. This observed difference in Mood due to level of Resilience can therefore be attributed to chance. The t-test does not support H5a) I.

Figure 4.11 compares these results with the mean score for Mood provided when not moderating for Resilience. Comparing these to each other, it is clear that the Mood with no moderator is better than both low and high Resilience. In table 4.21 the percentage change between the scores with and without moderator are calculated. The results show that with Resilience as a moderator, the change in Mood for a Face-Supportive Termination with low Resilience is -1.1%, and high Resilience is -8.5%. In a

Table 4.20. Proponents' Mood after Moderating by Resilience

	Face-Threatening	**Face-Supportive**
Low Resilience	$\bar{x} = 2.4896$ Std=0.69735 N=24	$\bar{x} = 3.6458$ Std=0.84806 N=18
High Resilience	$\bar{x} = 2.3967$ Std=0.86328 N=23	$\bar{x} = 3.3705$ Std=1.12705 N=28
Significance	t=0.406, p=0.686	t=0.886, p=0.380
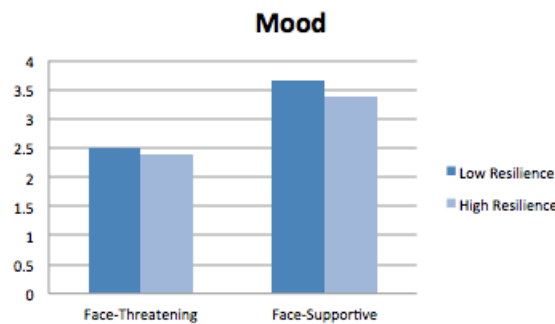
Figure 4.10. Proponents' Mood Moderated by Resilience

Face-Threatening Termination, the change with low Resilience is -1.5% and with high Resilience is -5.1% change. From these it is evident that for low Resilience, the change is approximately the same for a Face-Threatening and a Face-Supportive Termination. For high levels of Resilience however, the impact is much greater in a Face-Supportive Termination than a Face-Threatening Termination. Thus these results do not find support for H5a) II: *The effect of resilience on mood is stronger with a Face-Threatening Termination strategy than a Face-Supportive Termination strategy.* It is interesting to note that it is the Face-Supportive and high Resilience scenario that has exacerbated the Mood the most, the opposite of what we expected.

The comparative mean analysis has been productive in providing us with insight into how the values differ and how they change after adding a moderator. However, it does not tell us if the interaction between Face Messages and Resilience is significant on Mood as an outcome variable, and thus if it is valid for us to refer to Resilience as a moderating variable. To analyze this, we conducted a one-way ANOVA Univariate analysis. The result of this analysis showed that the interaction had a statistical difference determined by $F(1, 89) = 0.043, p = 0.837$. The null hypothesis is true as the

Table 4.21. Proponents' Mood With and Without the Moderation by Resilience

	Face-Threatening	**Face-Supportive**
Low Resilience	$\bar{x} = 2.4896$	$\bar{x} = 3.6458$
	Std=0.69735	Std=0.84806
	N=24	N=18
	change=-1.46%	change=-1.06%
No Moderator	$\bar{x} = 2.5264$	$\bar{x} = 3.6847$
	Std=0.874	Std=1.057
	N=71	N=67
High Resilience	$\bar{x} = 2.3967$	$\bar{x} = 3.3705$
	Std=0.86328	Std=1.12705
	N=23	N=28
	change=-5.13%	change=-8.53%

significance level is higher than 0.05, and we conclude that there is no interaction effect between the two variables, thus rejecting H5a) II. The absence of interaction makes it logical to explore the main effect of Resilience on Mood. The F-value of the Resilience main effect is 0.716 at a 0.400 significance level. The null hypothesis must therefore be validated, and we conclude that the variable Resilience has no influence on the outcome variable Mood when ignoring all other variables. This rejects H5a) I.

The result of the moderating analysis in the PROCESS Macro regression tool is displayed in figure 4.42, on page 134. The regression model is on the form $Y = i + bX + cM + dX * M$, where Y is Mood, X is Face, and M is Resilience. It shows that the output from PROCESS reveals the regression model to be

$$Y = 2.5222 + 0.7315X - 0.2025M + 0.057X * M$$

The proportion of the variance in Y uniquely attributed to the moderation of X's effect by M is given to R-sqr = 0.0004. Both, this change in R-sqr and the interaction between face and Resilience on Mood, have a significance equal to 0.837. This is a very high value, exceeding the significance level of 0.05 by far. Thus, Resilience is found to be non-significant as a moderator between Face Messages and proponents' Mood, and H5a) II is not supported.
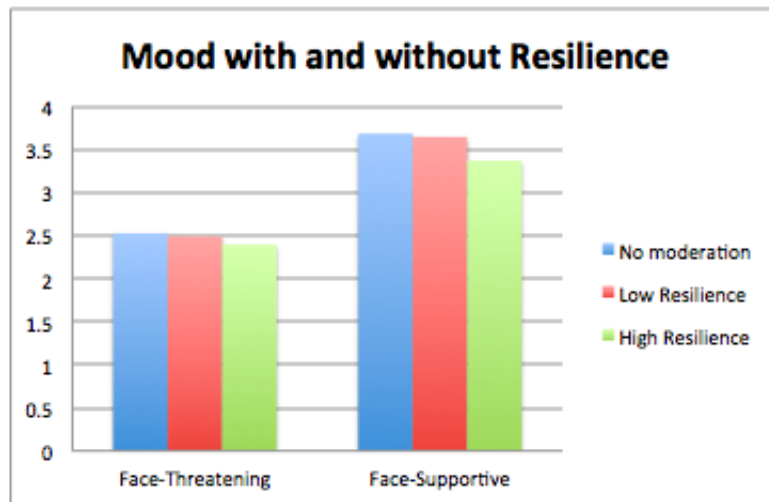
Figure 4.11. Proponents' Mood With and Without the Moderation by Resilience

Psychological Safety

Table 4.22 shows the mean score of the proponents' Psychological Safety according to the scenario they were provided (high or low Resilience, Face-Threatening or Face-Supportive). As the table shows, proponents feel the most Psychologically Safe after experiencing a Face-Supportive Termination and have a high level of Resilience ($\bar{x} = 4.545 \pm 1.217$), and the least safe after the Face-Threatening and high Resilience scenario ($\bar{x} = 2.91 \pm 1.146$). The mean score after each scenario is illustrated in figure 4.12. From the figure it is easier to see that the reported level of Psychological Safety is different for a Face-Threatening and a Face-Supportive Termination. In a Face-Supportive Termination, more resilient respondents have indicated a more secure environment than lower resilient individuals, thus supporting H5b) I: *People with low resilience will feel less psychologically safe following a termination than people with high resilience*. However, after a Face-Threatening Termination, proponents' Psychological Safety is lower for more resilient individuals. This is the opposite of the hypothesis. An inferential test of the difference between high and low Resilience with an independent groups t-test yields a validation of the null hypothesis that there is no difference in Psychological Safety with equal variances assumed $t = 0.106, p = 0.916$ for Face-Threatening and $t = 0. - 0.609, p = 0.545$ for Face-Supportive. This observed difference in Psychological Safety due to level of Resilience can therefore be attributed to chance. The t-test does not support H5b) I.

Figure 4.13 compares these results with the Psychological Safety mean score provided when not moderating for Resilience. Comparing these to each other, it can be seen that the highest level of Psychological Safety is provided when not looking at Resilience as a

Table 4.22. Proponents' Psychological Safety after Moderating by Resilience

	Face-Threatening	**Face-Supportive**
Low Resilience	$\bar{x} = 2.9464,$ Std=0.87640 N=24	$\bar{x} = 4.3571$ Std=0.74664 N=20
High Resilience	$\bar{x} = 2.9091$ Std=1.145856 N=22	$\bar{x} = 4.5450$ Std=1.21738 N=27
Significance	t=0.106, p=0.916	t=-0.609, p=0.545
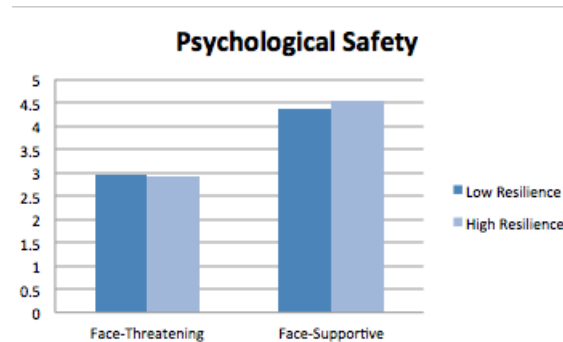
Figure 4.12. Proponents' Psychological Safety Moderated by Resilience

moderator. In table 4.23 the percentage change between the scores with and without moderator are calculated. The results show that with Resilience as a moderator, the change in Psychological Safety for a Face-Threatening Termination with low Resilience is -4.23%, and high Resilience is -5.75%. In a Face-Supportive Termination, the changes are a little stronger with low Resilience at -4.95%, but much weaker with high Resilience at only -0.86% change. This partially supports what we hypothesized in H5b) II: *The effect of resilience on psychological safety is stronger with a Face-Threatening Termination strategy than a Face-Supportive Termination strategy*.

The comparative mean analysis has been productive in providing us with insight into how the values differ and how they change after adding a moderator. However, it does not tell us if the interaction between Face Messages and Resilience is significant on Psychological Safety as an outcome variable, and thus if it is valid for us to refer to Resilience as a moderating variable. To analyze this, we conducted a one-way ANOVA Univariate analysis. The result of this analysis showed that the interaction had a statistical difference determined by $F(1, 89) = 1.298, p = 0.258$. As the significance level is higher than 0.05, we validate the null hypothesis and conclude that there is no

Table 4.23. Proponents' Psychological Safety With and Without the Moderation by Resilience

	Face-Threatening	**Face-Supportive**
Low Resilience	$\bar{x} = 2.9464$, Std=0.87640 N=24 change=-4.23%	$\bar{x} = 4.3571$ Std=0.74664 N=20 change=-4.95%
No Moderator	$\bar{x} = 3.0765$ Std=1.21479, N=71	$\bar{x} = 4.5842$ Std=1.06491 N=67
High Resilience	$\bar{x} = 2.9091$ Std=1.145856 N=22 change=-5.75%	$\bar{x} = 4.5450$ Std=1.21738 N=27 change=-0.86%

interaction effect between the variables, thus rejecting H5b) II. Due to this, it is interesting to explore the main effect of Resilience on Psychological Safety. The F-value of the Resilience main effect is 0.716 at a 0.400 significance level. The null hypothesis must be validated, and we conclude that the variable Resilience has no influence on the outcome variable Psychological Safety when ignoring all other variables. This result rejects H5b) I.

The moderating analysis in the PROCESS Macro regression tool also supports that Resilience is not a significant moderator between Face Messages and Psychological Safety. The regression model is on the form $Y = i + bX + cM + dX * M$, where Y is Psychological Safety, X is Face, and M is Resilience. The results of this is displayed in figure 4.42, on page 134. It shows that the output from PROCESS reveals the regression model to be

$$Y = 3.7028 - 0.6001X - 0.407M + 0.3756X * M$$

The proportion of the variance in Y uniquely attributed to the moderation of X's effect by M is given by R-sqr = 0.0096. Both this change in R-sqr and the interaction between face and Resilience on Psychological Safety have a significance equal to 0.2577. This significance is higher than the significance level of 0.05. Thus, Resilience is found to be nonsignificant as a moderator between face messages and proponents' Psychological Safety. H5b) II is not supported.

Figure 4.13. Proponents' Psychological Safety With and Without the Moderation by Resilience

Willingness to Innovate

Table 4.24 shows the mean score, with sample size and standard deviation, for proponents' Willingness to Innovate after each scenario (high or low Resilience, Face-Threatening or Face-Supportive). As the table shows, proponents are the most willing to innovate after a Face-Supportive and high Resilience scenario ($\bar{x} = 4.61 \pm 1.111$), and the least willing after a Face-Threatening and high Resilience scenario ($\bar{x} = 3.84 \pm 1.665$). Figure 4.14 illustrates the results. From the figure it is easier to see that the reported level of Willingness to Innovate is different for a Face-Threatening and a Face-Supportive Termination. After a Face-Supportive Termination, more resilient respondents have indicated a higher Willingness to Innovate than lower resilient individuals, thus supporting H5c) I: *People with low resilience will be less willing to innovate following a termination than people with high resilience*. However, similarly to the results of Resilience for Psychological Safety, after a Face-Threatening Termination, more resilient respondents have indicated a lower Willingness to Innovate than lower resilient individuals. This is the opposite of our hypothesis. An inferential test of the difference between high and low Resilience with an independent groups t-test yields a validation of the null hypothesis that there is no difference in Willingness to Innovate with equal variances assumed $t = 0.106, p = 0.916$ for Face-Threatening and $t = 0. - 0.609, p = 0.545$ for Face-Supportive. This observed difference in Willingness to Innovate due to level of Resilience can therefore be attributed to chance. The t-test does not support H5c) I. Figure 4.15 compares these

Table 4.24. Proponents' Willingness to Innovate after Moderating by Resilience

	Face-Threatening	**Face-Supportive**
Low Resilience	$\bar{x} = 3.9091,$ Std=1.25831 N=22	$\bar{x} = 4.5778$ Std=0.85658 N=20
High Resilience	$\bar{x} = 3.8434$ Std=1.66531 N=22	$\bar{x} = 4.6071$ Std=1.11172 N=28
Significance	t=0.148, p=0.883	t=-0.099, p=0.922
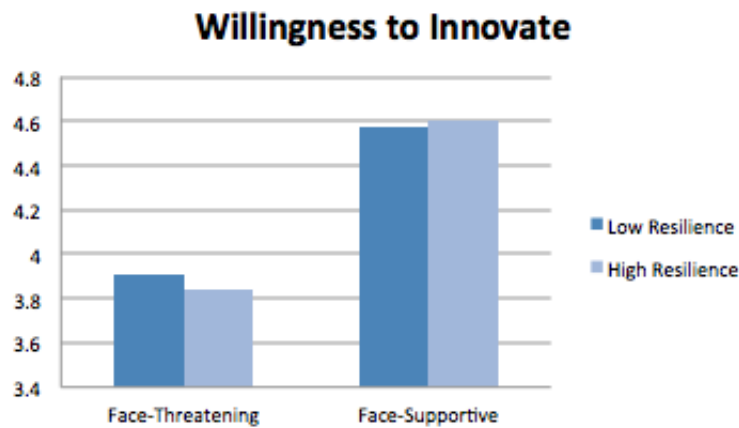
Figure 4.14. Proponents' Willingness to Innovate Moderated by Resilience

results with the Willingness to Innovate mean score provided when not moderating for Resilience. Comparing these to each other, it can be seen that the highest level of Willingness to Innovate in a Face-Threatening Termination is provided when not looking at Resilience as a moderator. For a Face-Supportive Termination, the strongest willingness is provided by those with high Resilience. In table 4.25 the percentage change between the scores with and without moderator are calculated. The results show that with Resilience as a moderator, the change in Willingness to Innovate for a Face-Threatening Termination with low Resilience is -3.59%, and high Resilience is -5.21%. In a Face-Supportive Termination, the changes are a much weaker, with low Resilience at only -0.37%, and with high Resilience at only 0.27% change. As the impact for Resilience is so much stronger in a Face-Threatening Termination, this support H5c) II: *The effect of resilience on willingness to innovate is stronger with a Face-Threatening Termination strategy than a Face-Supportive Termination strategy.*

The comparative mean analysis has been productive in providing us with insight into

Table 4.25. Proponents' Willingness to Innovate With and Without the Moderation by Resilience

	Face-Threatening	**Face-Supportive**
Low Resilience	$\bar{x} = 3.9091,$ Std=1.25831 N=22 change=-3.59%	$\bar{x} = 4.5778$ Std=0.85658 N=20 change=-0.37%
No Moderator	$\bar{x} = 4.0548$ Std=1.26 N=69	$\bar{x} = 4.5948$ Std=0.87 N=68
High Resilience	$\bar{x} = 3.8434$ Std=1.66531 N=22 change=-5.21%	$\bar{x} = 4.6071$ Std=1.11172 N=28 change=0.27%

how the values differ and how they change after adding a moderator. However, it does not tell us if the interaction between Face Messages and Resilience is significant on Willingness to Innovate as an outcome variable, and thus if it is valid for us to refer to Resilience as a moderating variable. To analyze this, we conducted a one-way ANOVA Univariate analysis. The result of this analysis showed that the interaction had a statistical difference determined by $F(1, 88) = 0.091, p = 0.763$. As the significance level is higher than 0.05, we validate the null hypothesis and conclude that there is no interaction effect between the variables. This rejects H5c) II. Due to this, it is interesting to explore the main effect of Resilience on Willingness to Innovate. The F-value of the Resilience main effect is 0.628 at a 0.430 significance level. The null hypothesis must therefore be validated, and we conclude that the variable Resilience has no influence on the outcome variable Willingness to Innovate when ignoring all other variables. This rejects H5c) I.

Similarly to the univariate test, the moderating analysis in the PROCESS Macro regression tool concludes that Resilience is not a significant moderator between Face Messages and Willingness to Innovate. The regression model is on the form $Y = i + bX + cM + dX * M$, where Y is Willingness to Innovate, X is Face, and M is Resilience. The result of this analysis is displayed in figure 4.42 on page 134. It shows that the output from PROCESS reveals the regression model to be

$$Y = 3.3045 + 0.0641X - 0.0211M - 0.0112X * M$$
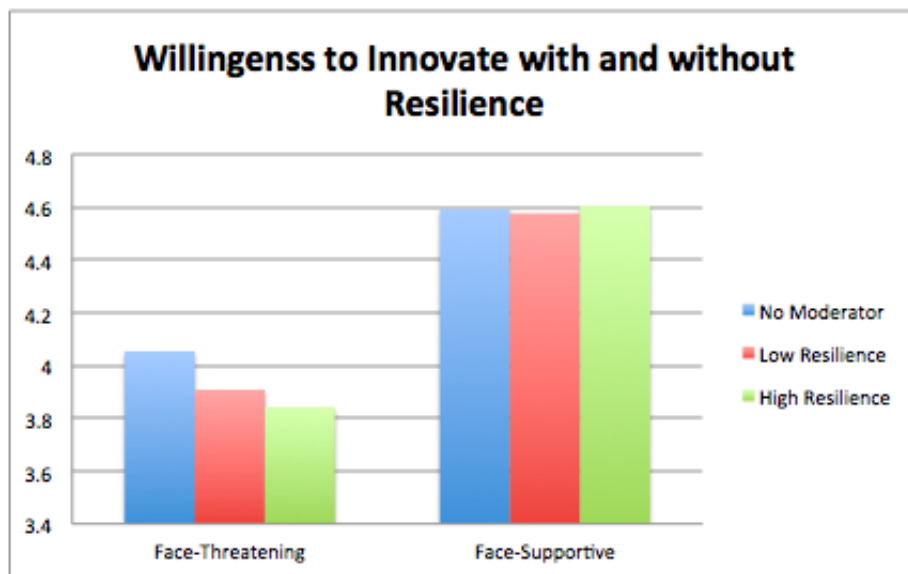
Figure 4.15. Proponents' Willingness to Innovate With and Without the Moderation by Resilience

The proportion of the variance in Y uniquely attributed to the moderation of X's effect by M is given to R-sqr = 0.0009. Both this change in R-sqr and the interaction between face and Resilience on Willingness to Innovate have a significance equal to 0.7634. This significance is a lot higher than the important significance level of 0.05. Thus, Resilience is found to be nonsignificant as a moderator between face messages and proponents' Willingness to Innovate. H5c) II is not supported.

4.4.3   Rejection Sensitivity as a Moderator

For the moderating variable Rejection Sensitivity, we argued that the higher level of Rejection Sensitivity, the more negative will the individual be affected by a project termination. In other words, we expect the Mood to be worse, a lower level of Psychological Safety, and a weaker Willingness to Innovate with higher levels of Rejection Sensitivity. We repeat our hypotheses for Rejection Sensitivity in table 4.26.

Table 4.26. Overview of Rejection Sensitivity Hypotheses

REJECTION SENSITIVITY

Hypothesis 6a:

I: People high in rejection sensitivity will experience a more negative mood following a termination than people low in rejection sensitivity.

II: The effect of rejection sensitivity on mood is stronger with a Face-Threatening Termination strategy than a Face-Supportive Termination strategy.

Hypothesis 6b:

I: People high in rejection sensitivity will feel less psychologically safe following a termination than people low in rejection sensitivity.

II: The effect of rejection sensitivity on psychological safety is stronger with a Face-Threatening Termination strategy than a Face-Supportive Termination strategy.

Hypothesis 6c:

I: People high in rejection sensitivity will be less willing to innovate following a termination than people low in rejection sensitivity.

II: The effect of rejection sensitivity on willingness to innovate is stronger with a Face-Threatening Termination strategy than a Face-Supportive Termination strategy.

To analyze the moderating effect of Rejection Sensitivity, we first divided the measure into two groups: a low level of Rejection Sensitivity and a high level. As the mean for Rejection Sensitivity was found to be 7.8534, this was used as a cut-off point between the two. Additionally, the answers were separated based on if the respondents had received a Face-Threatening or Face-Supportive scenario. In this regard, four situations

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Table 4.27. Rejection Sensitivity Scenarios

	Face-Threatening	Face-Supportive
Low Rejection Sensitivity	35	34
High Rejection Sensitivity	37	31

similar to those with Commitment and Face were created. The number of respondents in each scenario is displayed in table 4.27.

Mood

Table 4.28 shows the mean score the proponent's Mood after each scenario (high or low Rejection Sensitivity, Face-Threatening or Face-Supportive). As the table shows, proponents feel the worst after experiencing a Face-Threatening Termination and low Rejection Sensitivity scenario ($\bar{x} = 2.48 \pm 0.967$), and the best after the Face-Supportive and low Rejection Sensitivity scenario ($\bar{x} = 3.98 \pm 1.086$). This is also illustrated in figure 4.16. From this figure it is evident that in a Face-Supportive Termination, a low Rejection Sensitivity yields a much better Mood than a high Rejection Sensitivity. This supports H6a) I: *People high in rejection sensitivity will experience a more negative mood following a termination than people low in rejection sensitivity*. However, in a Face-Threatening Termination, a high Rejection Sensitivity yields a better Mood than a low Rejection Sensitivity, thus rejecting H6a) I. An inferential test of the difference between high and low Rejection Sensitivity with an independent groups t-test yields the following for comparison of Mood with equal variances assumed: $t = -0.412, p = 0.682$ for Face-Threatening and $t = 2.269, p = 0.027$ for Face-Supportive. Due to the significance level, the observed difference in Mood due to level of Rejection Sensitivity can not be attributed to chance for a Face-Supportive situation. For Face-Threatening situations on the other hand, the significance level is higher than 0.05, and the null hypothesis is validated. Thus, H6a) I is partially supported.

Figure 4.17 compares these results with the mean score for Mood provided when not moderating for Rejection Sensitivity. Comparing these to each other, it is clear that the

Table 4.28. Proponents' Mood Moderated by Rejection Sensitivity

	Face-Threatening	**Face-Supportive**
Low Rejection Sensitivity	$\bar{x} = 2.4816$ Std=0.96684 N=34	$\bar{x} = 3.9844$ Std=1.08637 N=32
High Rejection Sensitivity	$\bar{x} = 2.5676$ Std=0.79035 N=37	$\bar{x} = 3.3833$ Std=0.99293 N=30
Significance	t=-0.412, p=0.682	t=2.269, p=0.027
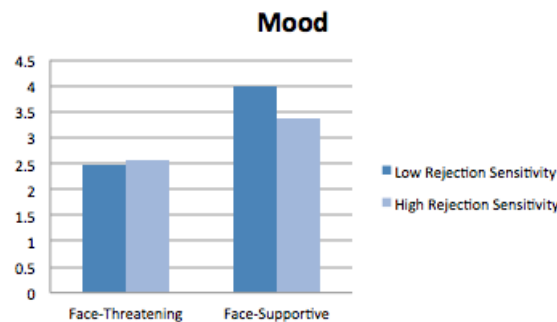
Figure 4.16. Proponents' Mood Moderated by Rejection Sensitivity

biggest differences occur for a Face-Supportive Termination. For a Face-Threatening Termination, the Mood is approximately the same both with and without any level of Rejection Sensitivity. In table 4.29 the percentage change between the scores with and without moderator are calculated. It shows that for a Face-Threatening Termination, a low Rejection Sensitivity decreases the Mood with 1.77%, while a high Rejection Sensitivity increases it with 1.63%. In contrast, for a Face-Supportive Termination, a low Rejection Sensitivity increases the Mood with 8.13%, whereas a high Rejection Sensitivity decreases it with 8.18%. These results clearly show that Rejection Sensitivity has a bigger impact in a Face-Supportive Termination, thus being the opposite of H6a) II: *The effect of rejection sensitivity on mood is stronger with a Face-Threatening Termination strategy than a Face-Supportive Termination strategy*.

The comparative mean analysis has been productive in providing us with insight into how the values differ and how they change after adding a moderator. However, it does not tell us if the interaction between Face Messages and Rejection Sensitivity is significant on Mood as an outcome variable, and thus if it is valid for us to refer to Rejection Sensitivity as a moderating variable. To analyze this, we conducted a one-way

Table 4.29. Proponents' Mood With and Without the Moderation by Rejection Sensitivity

	Face-Threatening	**Face-Supportive**
Low Rejection Sensitivity	$\bar{x} = 2.4816$ Std=0.96684 N=34 change=-1.77%	$\bar{x} = 3.9844$ Std=1.08637 N=32 change=8.13%
No Moderator	$\bar{x} = 2.5264$ Std=0.874 N=71	$\bar{x} = 3.6847$ Std=1.057 N=67
High Rejection Sensitivity	$\bar{x} = 2.5676$ Std=0.79035 N=37 change=1.63%	$\bar{x} = 3.3833$ Std=0.99293 N=30 change=-8.18%

ANOVA Univariate analysis. The result of this analysis showed that the interaction had a statistical difference determined by $F(1, 129) = 5.934, p = 0.016$. As the significance level is lower than 0.05, we reject the null hypothesis that there is no interaction effect between the variables. The results support that the impact of Rejection Sensitivity is significantly different for a Face-Threatening and a Face-Supportive Termination.

Similarly, the moderating analysis in the PROCESS Macro regression tool concludes that Rejection Sensitivity is a significant moderator between Face Messages and Mood. The regression model is on the form $Y = i + bX + cM + dX * M$, where Y is Mood, X is Face, and M is Rejection Sensitivity. The results of this is displayed in figure 4.42 on page 134. It shows that the output from PROCESS reveals the regression model to be

$$Y = 0.1038 + 2.2233X + 0.1621M - 0.1359X * M$$

The proportion of the variance in Y uniquely attributed to the moderation of X's effect by M is given by R-sqr = 0.0319. Both this change in R-sqr and the interaction between face and Rejection Sensitivity on Mood have a significance equal to 0.0162. This significance is below the significance level of 0.05! Thus, we can confirm that Rejection Sensitivity is found to be significant as a moderator between Face Messages and proponents' Mood after a project termination. However, the results of comparing the means indicate that Rejection Sensitivity plays a larger role in a Face-Supportive Termination than a Face-Threatening Termination. Additionally, low Rejection
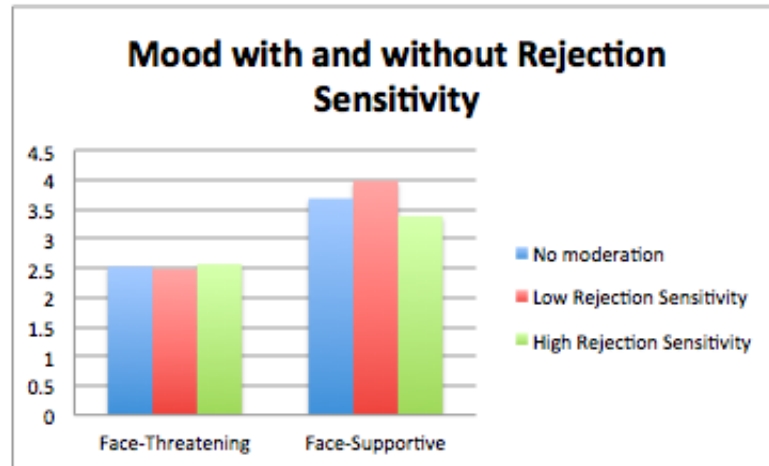
Figure 4.17. Proponents' Mood With and Without the Moderation by Rejection Sensitivity

Sensitivity is shown to increase the Mood in a Face-Supportive Termination, but decrease it in a Face-Threatening one. Contrarily, a high Rejection Sensitivity is shown to decrease the Mood in a Face-Supportive Termination, and increase it in a Face-Threatening Termination.

Psychological Safety

Table 4.30 shows the mean score, sample size, and standard deviation of the proponents' Psychological Safety after each scenario (high or low Rejection Sensitivity, Face-Threatening or Face-Supportive). As the table shows, proponents feel most Psychologically Safe after a Face-Supportive Termination and low level of Rejection Sensitivity ($\bar{x} = 4.99 \pm 1.146$), and the least safe after a Face-Threatening Termination and low Rejection Sensitivity scenario ($\bar{x} = 2.90 \pm 1.342$). Figure 4.18 illustrates the mean scores of each scenario. From this it is easier to see how different the results are for the two termination strategies. Following a Face-Supportive Termination, respondents with low Rejection Sensitivity reported a higher level of psychological safety, thus supporting H6b) I: *People high in rejection sensitivity will feel less psychologically safe following a termination than people low in rejection sensitivity*. Contrarily, following a Face-Threatening Termination the level of Psychological Safety was greater for those with high Rejection Sensitivity. An inferential test of the difference between high and low Rejection Sensitivity with an independent groups t-test yields the following with equal variances assumed: $t = -1.211, p = 0.230$ for Face-Threatening and $t = 3.226, p = 0.002$ for Face-Supportive. The observed difference in Psychological Safety due to level of Rejection Sensitivity can therefore not be attributed to chance for a Face-Supportive situation. On the other hand, the observed difference in Psychological

Table 4.30. Proponents' Psychological Safety Moderated by Rejection Sensitivity

	Face-Threatening	**Face-Supportive**
Low Rejection Sensitivity	$\bar{x} = 2.895$ Std=1.34211 N=34	$\bar{x} = 4.9866$ Std=1.14594 N=32
High Rejection Sensitivity	$\bar{x} = 3.2432$ Std=1.107637 N=37	$\bar{x} = 4.1613$ Std=0.85932 N=31
Significance	t=-1.211, p=0.230	t=3.226, p=0.002

Safety in a Face-Supportive situation can be attributed to chance. Thus, H6b) I is partially supported.
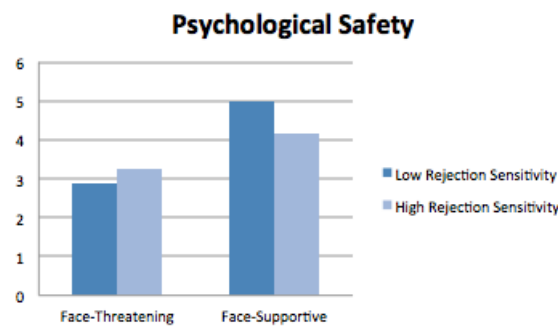
Figure 4.18. Proponents' Psychological Safety Moderated by Rejection Sensitivity

Figure 4.19 compares these results with the Psychological Safety mean score provided when not moderating for Rejection Sensitivity. Comparing these to each other, it can be seen that the result without moderation is in between low and high Rejection Sensitivity for both Face-Threatening and Face-Supportive Termination. However, as mentioned above, the effect of high and low Rejection Sensitivity is opposite in the two termination strategies. In table 4.31 the percentage change between the scores with and without moderator are calculated. The results show that with Rejection Sensitivity as a moderator, the change in Psychological Safety for a Face-Threatening Termination with low Rejection Sensitivity is -5.90%, and the change with high Rejection Sensitivity is 5.42%. In a Face-Supportive Termination, the changes are a little greater, with low Rejection Sensitivity at 8.78%, and with high Rejection Sensitivity at -9.23% change. As the impact for Rejection Sensitivity is so much stronger in a Face-Supportive Termination, this rejects H6b) II: *The effect of rejection sensitivity on psychological safety is stronger with a Face-Threatening Termination strategy than a Face-Supportive*

Table 4.31. Proponents' Psychological Safety With and Without the Moderation by Rejection Sensitivity

	Face-Threatening	**Face-Supportive**
Low Rejection Sensitivity	$\bar{x} = 2.895$ Std=1.34211 N=34 change=-5.90%	$\bar{x} = 4.9866$ Std=1.14594 N=32 change=8.78%
No Moderator	$\bar{x} = 3.0765$ Std=1.21479, N=71	$\bar{x} = 4.5842$ Std=1.06491 N=67
High Rejection Sensitivity	$\bar{x} = 3.2432$ Std=1.107637 N=37 change=5.42%	$\bar{x} = 4.1613$ Std=0.85932 N=31 change=-9.23%

Termination strategy.

The comparative mean analysis has been productive in providing us with insight into how the values differ and how they change after adding a moderator. However, it does not tell us if the interaction between Face Messages and Rejection Sensitivity is significant for Psychological Safety as an outcome variable, and thus if it is valid for us to refer to Rejection Sensitivity as a moderating variable. To analyze this, we conducted a one-way ANOVA Univariate analysis. The result of this analysis showed that the interaction had a statistical difference determined by $F(1, 130) = 8.657, p = 0.004$. As the significance level is lower than 0.05, we reject the null hypothesis and conclude that there is an interaction effect between the variables. The effect of Rejection Sensitivity on Psychological Safety is found to be different for Face-Threatening and Face-Supportive termination. Rejection Sensitivity can therefore be seen as a moderating variable for Psychological Safety.

Similarly to the univariate test, the moderating analysis in the PROCESS Macro regression tool concludes that Rejection Sensitivity is a significant moderator between Face Messages and Psychological Safety. The regression model is on the form $Y = i + bX + cM + dX * M$, where Y is Psychological Safety, X is Face, and M is Rejection Sensitivity. The results of this is displayed in figure 4.42 on page 134. It shows
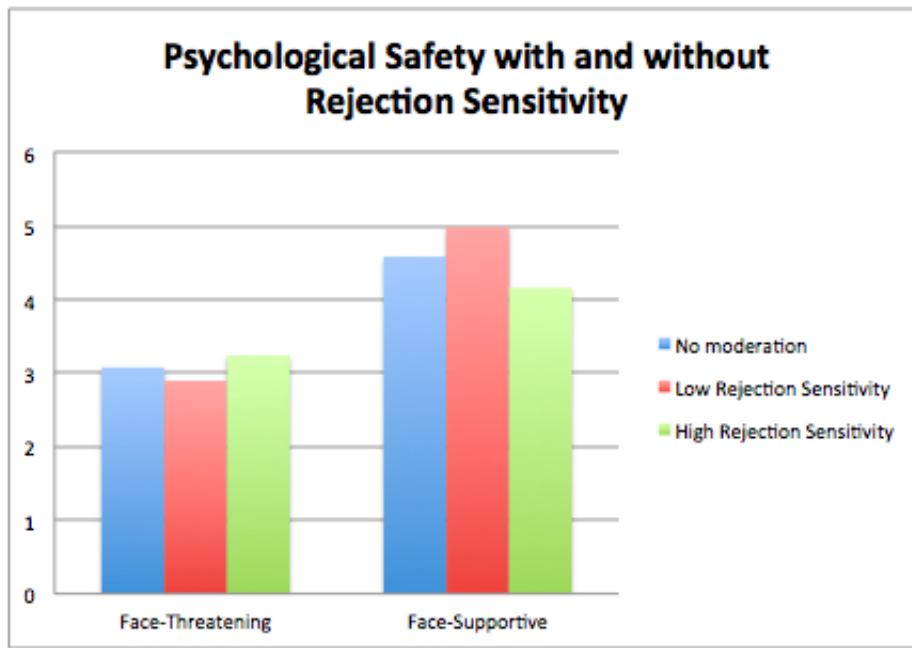
Figure 4.19. Proponents' Psychological Safety With and Without the Moderation by Rejection Sensitivity

that the output from PROCESS reveals the regression model to equal

$$Y = -0.3143 + 3.0088X + 0.2422M - 0.192X * M$$

The proportion of the variance in Y uniquely attributed to the moderation of X's effect by M is given to R-sqr = 0.0434. Both this change in R-sqr and the interaction between Face and Rejection Sensitivity on Psychological Safety have a significance equal to 0.0039. This significance is below the important significance level of 0.05! Thus, we can confirm that Rejection Sensitivity is found to be significant as a moderator between Face Messages and proponents' Psychological Safety. However, the results of comparing the means indicate that Rejection Sensitivity plays a larger role in a Face-Supportive Termination than a Face-Threatening Termination. Additionally, low Rejection Sensitivity is shown to increase the feeling of Psychological Safety in a Face-Supportive Termination, but decrease it in a Face-Threatening one. Contrarily, a high Rejection Sensitivity is shown to decrease the feeling of Psychological Safety in a Face-Supportive Termination, and increase it in a Face-Threatening one.

Willingness to Innovate

Table 4.32 shows the mean score, sample size, and standard deviation of the proponents' Willingness to Innovate after each scenario (high or low Rejection Sensitivity,

Table 4.32. Proponents' Willingness to Innovate Moderated by Rejection Sensitivity

	Face-Threatening	**Face-Supportive**
Low	barx=4.1684	$\bar{x} = 4.6936$
Rejection	Std=1.40768	Std=0.82637
Sensitivity	N=33	N=33
High	$\bar{x} = 3.9506$	$\bar{x} = 4.3778$
Rejection	Std=1.10839	Std=0.89252
Sensitivity	N=36	N=30
Significance	t=0.717, p=0.476	t=1.458, p=0.150

Face-Threatening or Face-Supportive). As the table shows, proponents are the most Willing to Innovate after a Face-Supportive Termination and low Rejection Sensitivity scenario ($\bar{x} = 4.69 \pm 0.826$), and the least willing after a Face-Threatening and high Rejection Sensitivity scenario ($\bar{x} = 3.95 \pm 1.108$). Figure 4.26 illustrates the results. In this figure it is easy to see that low Rejection Sensitivity yields a higher Willingness to Innovate than high Rejection Sensitivity. This is true following both a Face-Threatening and a Face-Supportive Termination. Thus, these results support H6c) I: *People high in rejection sensitivity will be less willing to innovate following a termination than people low in threat sensitivity.* An inferential test of the difference between high and low Rejection Sensitivity with an independent groups t-test yields a validation of the null hypothesis that there is no difference in Willingness to Innovate with equal variances assumed $t = 0.717, p = 0.476$ for Face-Threatening and $t = 1.458, p = 0.150$ for Face-Supportive. This observed difference in Willingness to Innovate due to level of Rejection Sensitivity can therefore be attributed to chance. The t-test does not support H6c) I. Figure 4.21 compares these results with the Willingness to Innovate mean score provided when not moderating for Rejection Sensitivity. Comparing these to each other, it can be seen that the highest level of Willingness to Innovate is provided by respondents with low Rejection Sensitivity following both termination strategies. The lowest willingness occurred with respondents high in Rejection Sensitivity for both terminations. In table 4.33 the percentage change between the scores with and without moderator are calculated. The results show that with Rejection Sensitivity as a moderator, the change in Willingness to Innovate for a Face-Threatening Termination with low Rejection Sensitivity is 2.80%, and the change with high Rejection Sensitvity is -2.57%. In a Face-Supportive Termination, the changes are similar, with low Resilience at 2.15%, and with high Resilience at as much as -4.72% change. These results show that Rejection Sensitivity has the largest impact in a Face-Supportive termination on
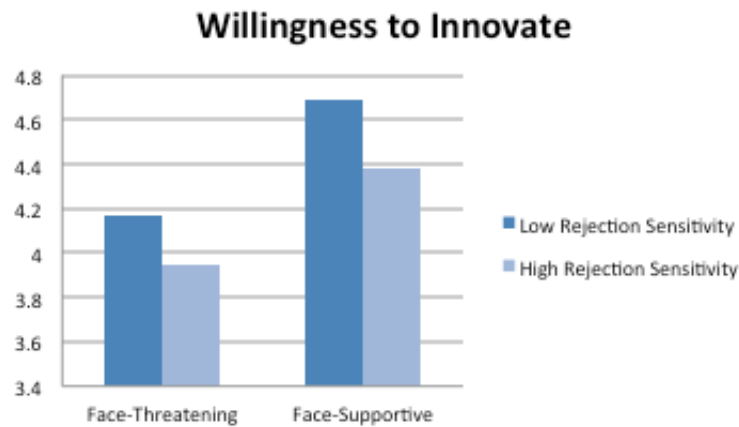
Figure 4.20. **Proponents' Willingness to Innovate Moderated by Rejection Sensitivity**

respondents with high Rejection Sensitivity. Thus, these results do not support H6c) II: *The effect of rejection sensitivity on willingness to innovate is stronger with a Face-Threatening Termination strategy than a Face-Supportive Termination strategy.*
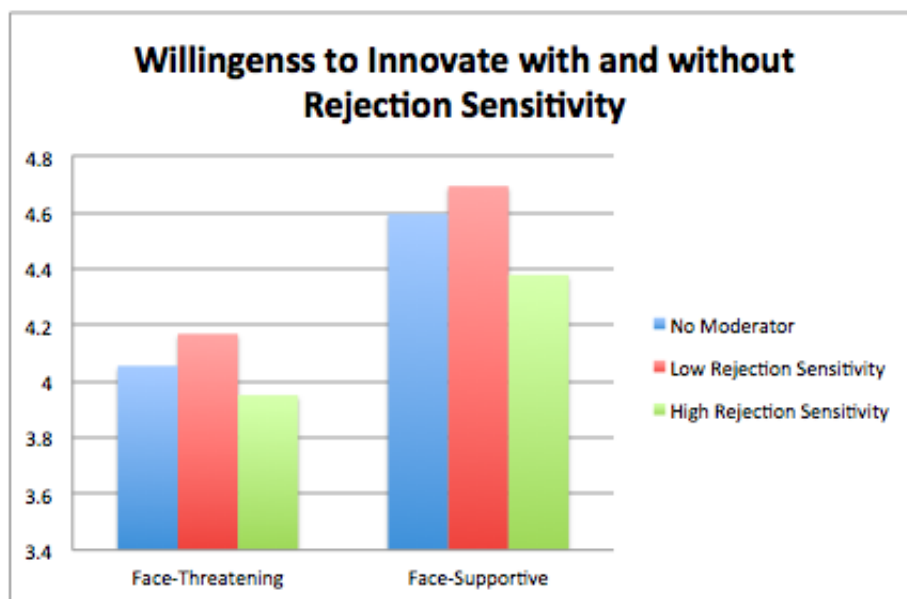

Figure 4.21. Proponents' Willingness to Innovate With and Without the Moderation by Rejection Sensitivity

The comparative mean analysis has been productive in providing us with insight into how the values differ and how they change after adding a moderator. However, it does not tell us if the interaction between Face Messages and Rejection Sensitivity is significant on Willingness to Innovate as an outcome variable, and thus if it is valid for us to refer to Rejection Sensitivity as a moderating variable. To analyze this, we conducted a one-way ANOVA Univariate analysis. The result of this analysis showed

Table 4.33. Proponents' Willingness to Innovate With and Without the Moderation by Rejection Sensitivity

	Face-Threatening	Face-Supportive
Low Rejection Sensitivity	barx=4.1684 Std=1.40768 N=33 change=2.80%	$\bar{x} = 4.6936$ Std=0.82637 N=33 change=2.15%
No Moderator	$\bar{x} = 4.0548$ Std=1.26 N=69	$\bar{x} = 4.5948$ Std=0.87 N=68
High Rejection Sensitivity	$\bar{x} = 3.9506$ Std=1.10839 N=36 change=-2.57%	$\bar{x} = 4.3778$ Std=0.89252 N=30 change=-4.72%

that the interaction had a statistical difference determined by $F(1, 128) = 0.029, p = 0.865$. As the significance level is higher than 0.05, we validate the null hypothesis and conclude that there is no interaction effect between the variables. This rejects support for H6c) II. The absence of interaction makes it interesting to look at the main effect of Rejection Sensitivity on Willingness to Innovate. The F-value of the Rejection Sensitivity main effect is 1.730 at a 0.191 significance level. The null hypothesis must therefore be validated, and we conclude that the variable Rejection Sensitivity has no influence on the outcome variable Willingness to Innovate when ignoring all other variables, thus rejecting H6c) I.

Similarly to the univariate test, the moderating analysis in the PROCESS Macro regression tool concludes that Rejection Sensitivity is not a significant moderator between Face Messages and Willingness to Innovate. The regression model is on the form $Y = i + bX + cM + dX * M$, where Y is Willingness to Innovate, X is Face, and M is Rejection Sensitivity. The results of this is displayed in figure 4.42 on page 134. It shows that the output from PROCESS reveals the regression model to be

$$Y = 3.7494 + 0.5874X - 0.0263M - 0.0112X * M$$

The proportion of the variance in Y uniquely attributed to the moderation of X's effect by M is given by R-sqr = 0.0002. Both this change in R-sqr and the interaction between Face and Rejection Sensitivity on Willingness to Innovate have a significance equal to

0.8646. This significance is a lot higher than the significance level of 0.05. Thus, Rejection Sensitivity is found to be nonsignificant as a moderator between Face Messages and proponents' Willingness to Innovate. H6c) II is not supported.

4.4.4   Threat Sensitivity as a Moderator

For the moderating variable Threat Sensitivity, we argued that the the higher level of Threat Sensitivity, the more negative will the individual be affected by a project termination. In other words, we expect the Mood to be worse, a lower level of Psychological Safety, and a weaker Willingness to Innovate with higher levels of Threat Sensitivity. We repeat our hypotheses for Threat Sensitivity in table 4.34.

Table 4.34. Overview of Threat Sensitivity Hypotheses

THREAT SENSITIVITY

Hypothesis 7a:

I: People high in threat sensitivity will experience a more negative mood following a termination than people low in threat sensitivity.

II: The effect of threat sensitivity on mood is stronger with a Face-Threatening Termination strategy than a Face-Supportive Termination strategy.

Hypothesis 7b:

I: People high in threat sensitivity will feel less psychologically safe following a termination than people low in threat sensitivity.

II: The effect of threat sensitivity on psychological safety is stronger with a Face-Threatening Termination strategy than a Face-Supportive Termination strategy.

Hypothesis 7c:

I: People high in threat sensitivity will be less willing to innovate following a termination than people low in threat sensitivity.

II: The effect of threat sensitivity on willingness to innovate is stronger with a Face-Threatening Termination strategy than a Face-Supportive Termination strategy.

To analyze the moderating effect of Threat Sensitivity, we first divided the measure into two groups: a low level of Threat Sensitivity and a high level. As the mean for Threat Sensitivity was found to be 3.1753, this was used as a cut-off point between the two. Additionally, the answers were separated based on if the respondents had received a Face-Threatening or Face-Supportive scenario. In this regard, four situations similar to

Table 4.35. Threat Sensitivity Scenarios

	Face-Threatening	Face-Supportive
Low Threat Sensitivity	33	34
High Threat Sensitivity	38	37

those with Commitment and Face were created. The number of respondents in each scenario is displayed in table 4.35.

Mood

Table 4.36 shows the mean score of the proponent's Mood after each scenario (high or low Threat Sensitivity, Face-Threatening or Face-Supportive). As the table shows, proponents feel the worst after experiencing a Face-Threatening Termination and high Threat Sensitivity scenario ($\bar{x} = 2.49 \pm 0.777$), and the best after a Face-Supportive and low Rejection Sensitivity scenario ($\bar{x} = 3.74 \pm 1.093$). The means are also illustrated in figure 4.22. From this figure it is easy to see that Threat Sensitivity has a different impact in a Face-Threatening and a Face-Supportive Termination. Following a Face-Supportive Termination, the Mood is better for respondents with low Threat Sensitivity than high Threat Sensitivity. This support H7a) I: *People high in threat sensitivity will experience a more negative mood following a termination than people low in threat sensitivity*. On the other hand, following a Face-Threatening Termination, it is the respondents with high Threat Sensitivity that report the best Mood, thus rejecting H7a) I. An inferential test of the difference between high and low Threat Sensitivity with an independent groups t-test yields a validation of the null hypothesis that there is no difference in Mood with equal variances assumed $t = -0.523, p = 0.603$ for Face-Threatening and $t = 0.439, p = 0.662$ for Face-Supportive. This observed difference in Mood due to level of Threat Sensitivity can therefore be attributed to chance. The t-test does not support H7a) I.

Figure 4.23 compares these results with the mean score for Mood provided when not moderating for Threat Sensitivity. Comparing these to each other, it can be seen that without moderator, the mean score for Mood is approximately in the middle of the scores for low and high Threat Sensitivity. In table 4.37 the percentage change between the

Table 4.36. Proponents' Mood Moderated by Threat Sensitivity

	Face-Threatening	**Face-Supportive**
Low Threat Sensitivity	$\bar{x} = 2.6023$ Std=0.96646 N=33	$\bar{x} = 3.6250$ Std=1.03078 N=32
High Threat Sensitivity	$\bar{x} = 2.4932$ Std=0.77669 N=37	$\bar{x} = 3.7393$ Std=1.09325 N=35
Significance	t=-0.523, p=0.603	t=0.439, p=0.662
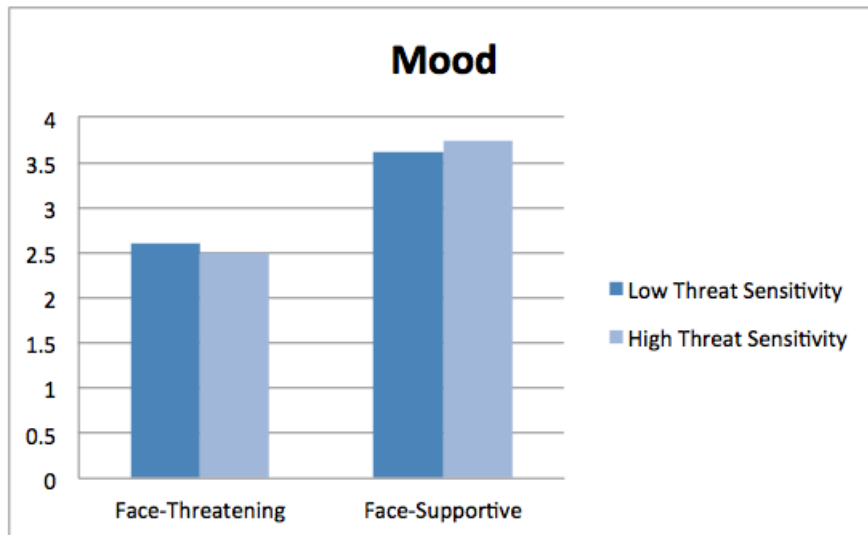
Figure 4.22. Proponents' Mood Moderated by Threat Sensitivity

scores with and without moderator are calculated. The results show that with Threat Sensitivity as a moderator, the change in Mood for a Face-Threatening Termination with low Threat Sensitivity is 3.00%, and the change with high Threat Sensitivity is -1.31%. In a Face-Supportive Termination, the changes go in the opposite direction, with low Threat Sensitivity at -1.62%, and with high Threat Sensitivity at 1.48% change. As the impact is the greatest in a Face-Threatening Termination for low Threat Sensitivity, and the impact is approximately the same for high Threat Sensitivity, the results partially support H7a) II: *The effect of threat sensitivity on mood is stronger with a Face-Threatening Termination strategy than a Face-Supportive Termination strategy.*

The comparative mean analysis has been productive in providing us with insight into how the values differ and how they change after adding a moderator. However, it does not tell us if the interaction between Face Messages and Threat Sensitivity is significant

Table 4.37.   Proponents' Mood With and Without the Moderation by Threat Sensitivity

	Face-Threatening	**Face-Supportive**
Low Threat Sensitivity	$\bar{x} = 2.6023$ Std=0.96646 N=33 change=3.00%	$\bar{x} = 3.6250$ Std=1.03078 N=32 change=-1.62%
No Moderator	$\bar{x} = 2.5264$ Std=0.874 N=71	$\bar{x} = 3.6847$ Std=1.057 N=67
High Threat Sensitivity	$\bar{x} = 2.4932$ Std=0.77669 N=37 change=-1.31%	$\bar{x} = 3.7393$ Std=1.09325 N=35 change=1.48%

on Mood as an outcome variable, and thus if it is valid for us to refer to Threat Sensitivity as a moderating variable. To analyze this, we conducted a one-way ANOVA univariate analysis. The result of the univariate analysis show that $F(1, 133) = 0.751, p = 0.388$. From the resulting significance level we conclude that the null hypothesis is true, and there is no interaction effect between the variables. This rejects H7a) II. As there is no interaction effect between the two variables, we proceed to look at the main effect of Threat Sensitivity on Mood. The F-value of the Threat Sensitivity main effect is 0.003 at a 0.956 significance level. The null hypothesis is therefore validated, and we conclude that the variable Threat Sensitivity does not influence the outcome variable Mood when ignoring all other variables. Threat Sensitivity can therefore not be referred to as a moderating variable according to this test, thus rejecting H7a) I.

Similarly to the univariate test, the moderating analysis in the PROCESS Macro regression tool concludes that Threat Sensitivity is not a significant moderator between Face Messages and Mood. The regression model is on the form $Y = i + bX + cM + dX * M$, where Y is Mood, X is Face, and M is Threat Sensitivity. The results of this test are displayed in figure 4.42 on page 134. It shows that the output from PROCESS reveals the regression model to be

$$Y = 2.1282 + 0.6517X - 0.2258M + 0.1539X * M$$

The proportion of the variance in Y uniquely attributed to the moderation of X's effect
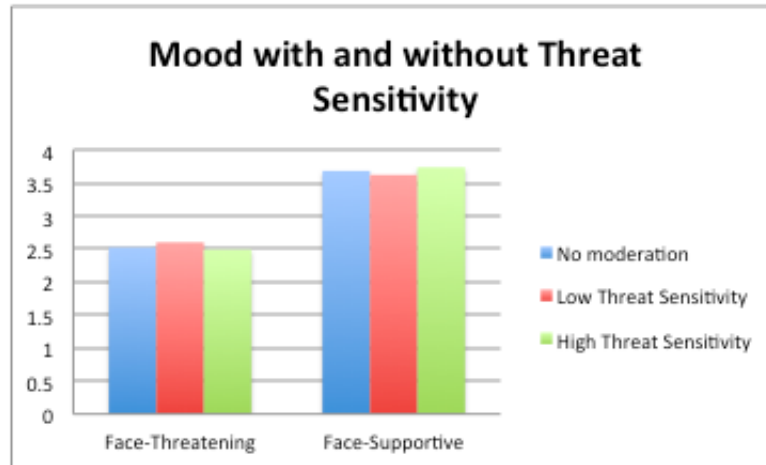
Figure 4.23.   Proponents' Mood With and Without the Moderation by Threat Sensitivity

by M is given by R-sqr = 0.0041. Both this change in R-sqr and the interaction between Face and Threat Sensitivity on Mood have a significance equal to 0.3876. This is higher than the significance level of 0.05. Thus, Threat Sensitivity is found to be nonsignificant as a moderator between Face Messages and proponents' Mood, and H7a) II is not supported.

Psychological Safety

Table 4.38 shows the mean score of the proponents' Psychological Safety after each scenario (high or low Threat Sensitivity, Face-Threatening or Face-Supportive). As the table shows, proponents feel the safest when they have a low level of Threat Sensitivity and experience a Face-Supportive Termination ($\bar{x} = 4.73 \pm 1.133$). The proponents feel the least safe when they have low Threat Sensitivity and experience a Face-Threatening Termination ($\bar{x} = 2.99 \pm 1.352$). All of the mean scores are illustrated in figure 4.24. From this figure it is easy to see that Threat Sensitivity has a different impact in a Face-Threatening and a Face-Supportive Termination. Following a Face-Threatening Termination, the level of Psychological Safety is higher for respondents with low Threat Sensitivity than high Threat Sensitivity. This support H7b) I: *People high in threat sensitivity will feel less psychologically safe following a termination than people low in threat sensitivity*. On the other hand, following a Face-Supportive Termination, it is the respondents with high Threat Sensitivity that report the highest Psychological Safety, thus rejecting H7b) I. An inferential test of the difference between high and low Threat Sensitivity with an independent groups t-test yields a validation of the null hypothesis that there is no difference in Psychological Safety with equal variances assumed $t = 0.678, p = 0.500$ for Face-Threatening and $t = 0. - 1.060, p = 0.293$ for

Table 4.38. Proponents' Psychological Safety Moderated by Threat Sensitivity

	Face-Threatening	**Face-Supportive**
Low Threat Sensitivity	$\bar{x} = 2.987$ Std= 1.35214 N=33	$\bar{x} = 4.7327$ Std=1.13314 N=31
High Threat Sensitivity	$\bar{x} = 3.1853$ Std= 1.09206 N=37	$\bar{x} = 4.4563$ Std=1.00077 N=36
Significance	t=0.678, p=0.500	t=-1.060, p=0.293

Face-Supportive. This observed difference in Psychological Safety due to level of Threat Sensitivity can therefore be attributed to chance. The t-test does not support H7b) I.
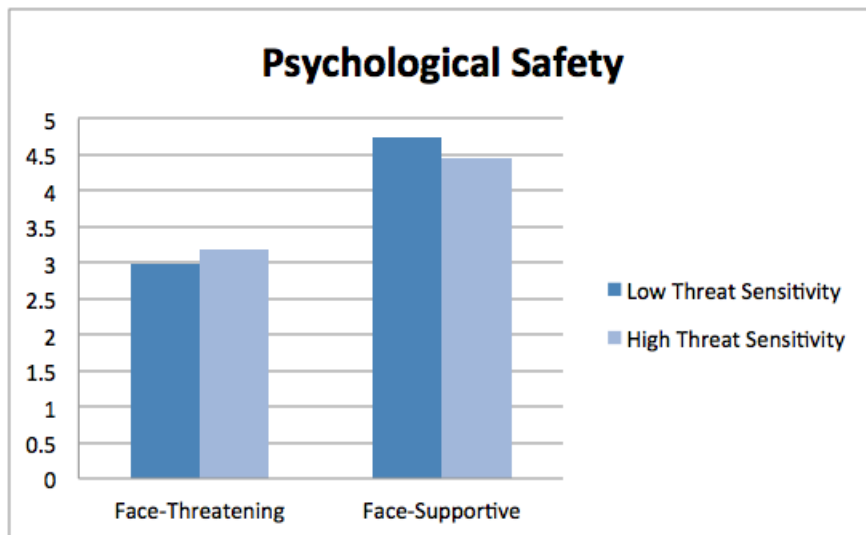
Figure 4.24. Proponents' Psychological Safety Moderated by Threat Sensitivity

Figure 4.25 compares these results with the mean score for Psychological Safety provided when not moderating for Threat Sensitivity. Comparing these to each other, it can be seen that without moderator, the mean score for Psychological Safety is approximately in the middle of the scores for low and high Threat Sensitivity. In table 4.39 the percentage change between the scores with and without moderator are calculated. The results show that with Threat Sensitivity as a moderator, the change in Psychological Safety for a Face-Threatening Termination with low Threat Sensitivity is -2.91%, and the change with high Threat Sensitivity is 3.54%. In a Face-Supportive Termination, the changes go in the opposite direction, with low Threat Sensitivity at 3.24%, and with high Threat Sensitivity at -2.79% change. As the impact is very similar

Table 4.39. Proponents' Psychological Safety With and Without the Moderation by Threat Sensitivity

	Face-Threatening	**Face-Supportive**
Low Threat Sensitivity	$\bar{x} = 2.987$ Std= 1.35214 N=33 change=-2.91%	$\bar{x} = 4.7327$ Std=1.13314 N=31 change=3.24%
No Moderator	$\bar{x} = 3.0765$ Std=1.21479, N=71	$\bar{x} = 4.5842$ Std=1.06491 N=67
High Threat Sensitivity	$\bar{x} = 3.1853$ Std= 1.09206 N=37 change=3.54%	$\bar{x} = 4.4563$ Std=1.00077 N=36 change=-2.79%

in both termination strategies, the results does not support H7a) II: *The effect of threat sensitivity on psychological safety is stronger with a Face-Threatening Termination strategy than a Face-Supportive Termination strategy.*

The comparative mean analysis has been productive in providing us with insight into how the values differ and how they change after adding a moderator. However, it does not tell us if the interaction between Face Messages and Threat Sensitivity is significant on Psychological Safety as an outcome variable, and thus if it is valid for us to refer to Threat Sensitivity as a moderating variable. To analyze this, we conducted a one-way ANOVA univariate analysis. The result of this analysis showed that the interaction had a statistical difference determined by $F(1, 133) = 0.216, p = 0.643$. The significance level is higher than 0.05, and the null hypothesis is therefore true: there is no interaction effect between the variables, this rejects H7b) II. It is interesting to investigate the main effect of Threat Sensitivity on Psychological Safety as there is an absence of interaction effect. Threat Sensitivity has a main effect of 0.621 at a 0.432 significance level. The null hypothesis must therefore be validated, and we conclude that the variable Threat Sensitivity has no influence on the outcome variable Psychological Safety when ignoring all other variables. This rejects the hypothesis H7b) I.

Similarly, the moderating analysis in the PROCESS Macro regression tool finds that Threat Sensitivity is not a significant moderator between Face Messages and Psychological Safety. The regression model is on the form
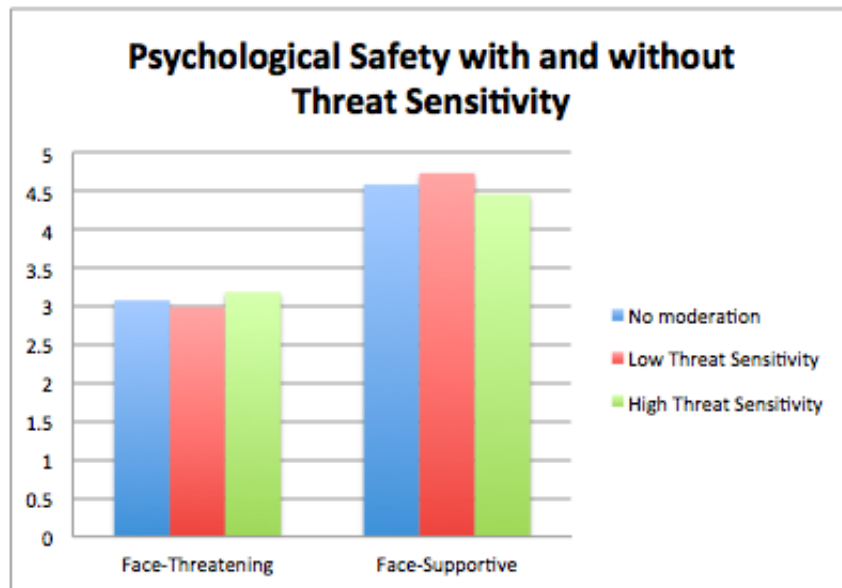
Figure 4.25. Proponents' Psychological Safety With and Without the Moderation by Threat Sensitivity

$Y = i + bX + cM + dX * M$, where Y is Psychological Safety, X is Face, and M is Threat Sensitivity. The results of this is displayed in figure 4.42 on page 134. It shows that the output from PROCESS reveals the regression model to be

$$Y = 1.4129 + 0.0633X + 0.0633M - 0.0969X * M$$

The proportion of the variance in Y uniquely attributed to the moderation of X's effect by M is given by R-sqr = 0.0011. Both this change in R-sqr and the interaction between Face and Threat Sensitivity on Psychological Safety have a significance equal to 0.6427. This significance is higher than the significance level of 0.05. Thus, Threat Sensitivity is found to be nonsignificant as a moderator between Face Messages and proponents' Psychological Safety. H7b) II is not supported.

Willingness to Innovate

Table 4.40 shows the mean score of the proponents' Willingness to Innovate after each scenario (high or low Threat Sensitivity, Face-Threatening or Face-Supportive). As the table shows, proponents are the most willing after experiencing a Face-Supportive Termination and has a low level of Threat Sensitivity ($\bar{x} = 4.63 \pm 0.883$), and the least willing after a Face-Threatening and high Threat Sensitivity scenario ($\bar{x} = 4.04 \pm 1.10$). The mean score after each scenario is illustrated in figure 4.26. From this it is easy to see that for both terminations, a high level of Threat Sensitivity has yielded a stronger

Table 4.40. Proponents' Willingness to Innovate Moderated by Threat Sensitivity

	Face-Threatening	Face-Supportive
Low	$\bar{x} = 4.1181$	$\bar{x} = 4.6330$
Threat	Std=1.42038	Std=0.88344
Sensitivity	N=32	N=33
High	$\bar{x} = 4.0401$	$\bar{x} = 4.5587$
Threat	Std=1.09935	Std=0.87509
Sensitivity	N=36	N=35
Significance	t=-0.255, p=0.800	t=-0.348, p=0.729

Willingness to Innovate than a low level. This is the opposite of what we hypothesized, and thus we reject H7c) I: *People high in threat sensitivity are less willing to innovate following a termination than people low in threat sensitivity.* An inferential test of the difference between high and low Threat Sensitivity with an independent groups t-test yields a validation of the null hypothesis that there is no difference in Willingness to Innovate with equal variances assumed $t = -0.523, p = 0.603$ for Face-Threatening and $t = 0.439, p = 0.662$ for Face-Supportive. This observed difference in Willingness to Innovate due to level of Threat Sensitivity can therefore be attributed to chance. The t-test does not support H7c) I.
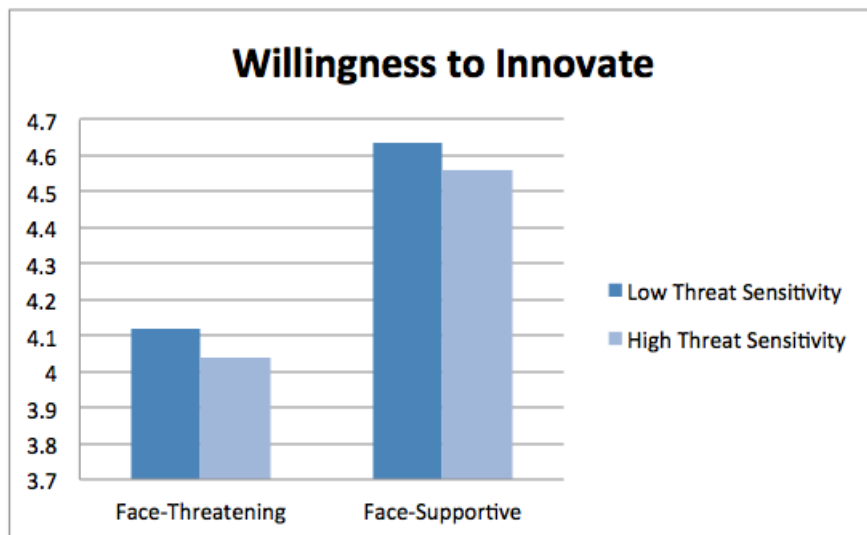
Figure 4.26. Proponents' Willingness to Innovate Moderated by Threat Sensitivity

Figure 4.27 compares these results with the mean score for Willingness to Innovate provided when not moderating for Threat Sensitivity. Comparing these to each other, it

Table 4.41. Proponents' Willingness to Innovate With and Without the Moderation by Threat Sensitivity

	Face-Threatening	**Face-Supportive**
Low Threat Sensitivity	$\bar{x} = 4.1181$ Std=1.42038 N=32 change=1.56%	$\bar{x} = 4.6330$ Std=0.88344 N=33 change=0.83%
No Moderator	$\bar{x} = 4.0548$ Std=1.26 N=69	$\bar{x} = 4.5948$ Std=0.87 N=68
High Threat Sensitivity	$\bar{x} = 4.0401$ Std=1.09935 N=36 change=-0.36%	$\bar{x} = 4.5587$ Std=0.87509 N=35 change=-0.79%

can be seen that without moderator, the mean score for Psychological Safety is approximately in the middle of the scores for low and high Threat Sensitivity, with a low Threat Sensitivity increasing the score and a high Threat Sensitivity decreasing the score. In table 4.41 the percentage change between the scores with and without moderator are calculated. The results show that with Threat Sensitivity as a moderator, the change in Willingness to Innovate for a Face-Threatening Termination with low Threat Sensitivity is 1.56%, and the change with high Threat Sensitivity is -0.36%. In a Face-Supportive Termination, the change with low Threat Sensitivity is 0.83%, and with high Threat Sensitivity is -0.79% change. The impact is very small in all scenarios, making it negligible, but the greatest change is in a Face-Threatening and low Threat Sensitive scenario. Thus, these results show a weak support for H7c) II: *The effect of threat sensitivity on willingness to innovate is stronger with a Face-Threatening Termination strategy than a Face-Supportive Termination strategy.*

The comparative mean analysis has been productive in providing us with insight into how the values differ and how they change after adding a moderator. However, it does not tell us if the interaction between Face Messages and Threat Sensitivity is significant on Willingness to Innovate as an outcome variable, and thus if it is valid for us to refer to Threat Sensitivity as a moderating variable. To analyze this, we conducted a one-way ANOVA univariate analysis. The univariate analysis reveals the following: $F(1, 132) = 0.025, p = 0.875$. As the significance level is higher than 0.05, we validate
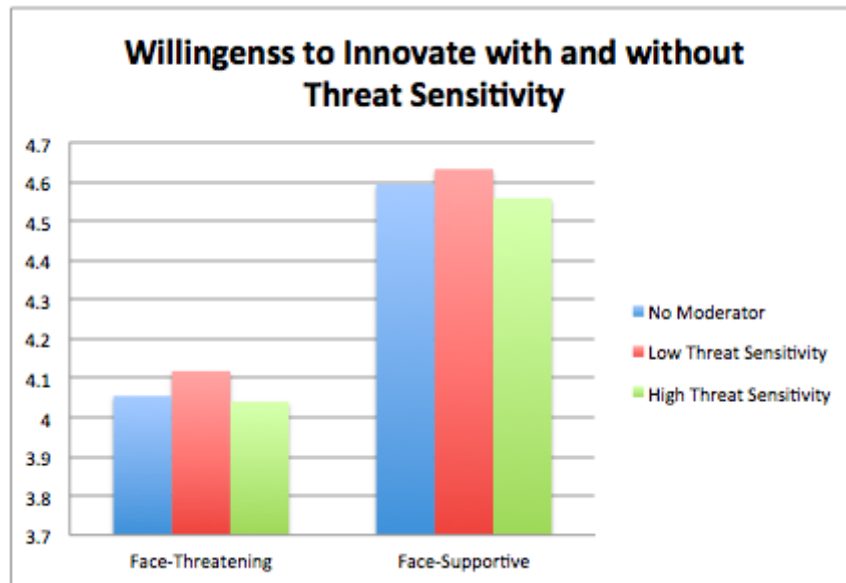
Figure 4.27. Proponents' Willingness to Innovate With and Without the Moderation by Threat Sensitivity

the null hypothesis and conclude that there is no interaction effect between the variables. Thus, these results reject H7c) II. As the two variables do not have an interaction effect, we proceed to look at the main effect of Threat Sensitivity on Willingness to Innovate. The F-value of the Threat Sensitivity main effect is 0.706 at a 0.402 significance level. The null hypothesis must therefore be validated, and we conclude that the variable Threat Sensitivity has no influence on the outcome variable Willingness to Innovate when ignoring all other variables. This rejects the hypothesis H7c) I.

Similarly, the moderating analysis in the PROCESS Macro regression tool finds that Threat Sensitivity is not a significant moderator between Face Messages and Willingness to Innovate. The regression model is on the form $Y = i + bX + cM + dX * M$, where Y is Willingness to Innovate, X is Face, and M is Threat Sensitivity. The results of this is displayed in figure 4.42 on page 134. It shows that the output from PROCESS reveals the regression model to be

$$Y = 3.9945 + 0.4051X - 0.1302M + 0.0313X * M$$

The proportion of the variance in Y uniquely attributed to the moderation of X's effect by M is given by R-sqr = 0.0002. Both this change in R-sqr and the interaction between face and Threat Sensitivity on Willingness to Innovate have a significance equal to 0.8747. This significance is a lot higher than the important significance level of 0.05. Thus, Threat Sensitivity is found to be nonsignificant as a moderator between face messages and proponents' Willingness to Innovate, and H7c) II is not supported.

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4.5 Summary of Results

The results of the direct effect and each of the moderating variables are combined and displayed in figure 4.28, figure 4.29, and figure 4.30. From these it can be seen that a Face-Supportive Termination strategy consistently yields a better Mood, a more Psychologically Safe environment, and a higher Willingness to Innovate than a Face-Threatening Termination. As figure 4.42 shows, only Rejection Sensitivity was found to have a significant impact as a moderating variable, however, only for two of the outcomes; Mood and Psychological Safety. To analyze if the moderators would differ in significance level depending on other situations, we performed this analysis several times by removing or adding variables. We thought that the significance might change by removing the MSTC class, as this is a class that thrives to be innovative. However, the change in significance level was negligible. We then looked at Face-Supportive and Face-Threatening Termination separately, and found that Rejection Sensitivity was significant for both. The separation revealed that for Mood, Rejection Sensitivity is more significant in a Face-Supportive situation ($p = 0.0329$) than a Face-Threatening one ($p = 0.0047$). For Psychological Safety, however, Rejection Sensitivity is more significant in a Face-Threatening situation ($p = 0.0165$) than a Face-Supportive one ($p = 0.0499$). By using the Johnson-Neyman technique, we also found that the significant region for Mood in a Face-Supportive Termination is for individuals with a Rejection Sensitivity score below 10.7453, and below 12.590 in a Face-Threatening Termination. For Psychological Safety the significant region is with a Rejection Sensitivity score below 10.9689 for Face-Supportive Termination and 12.7486 for Face-Threatening Termination.

Table 4.43 summarizes the *significant findings* of our analysis. These consists of the direct relationship between Face Messages and Mood, Psychological Safety, and Willingness to Innovate, the direct impact of Commitment on Mood, and the moderating effect of Rejection Sensitivity on the relationship between Face Messages and Mood and Psychological Safety. Additionally, the table includes the finding that for those in a Face-Supportive Termination scenario, Rejection Sensitivity showed a significant impact on Mood and Psychological Safety. These results, in addition to those nonsignificant, will be further discussed in chapter 5.
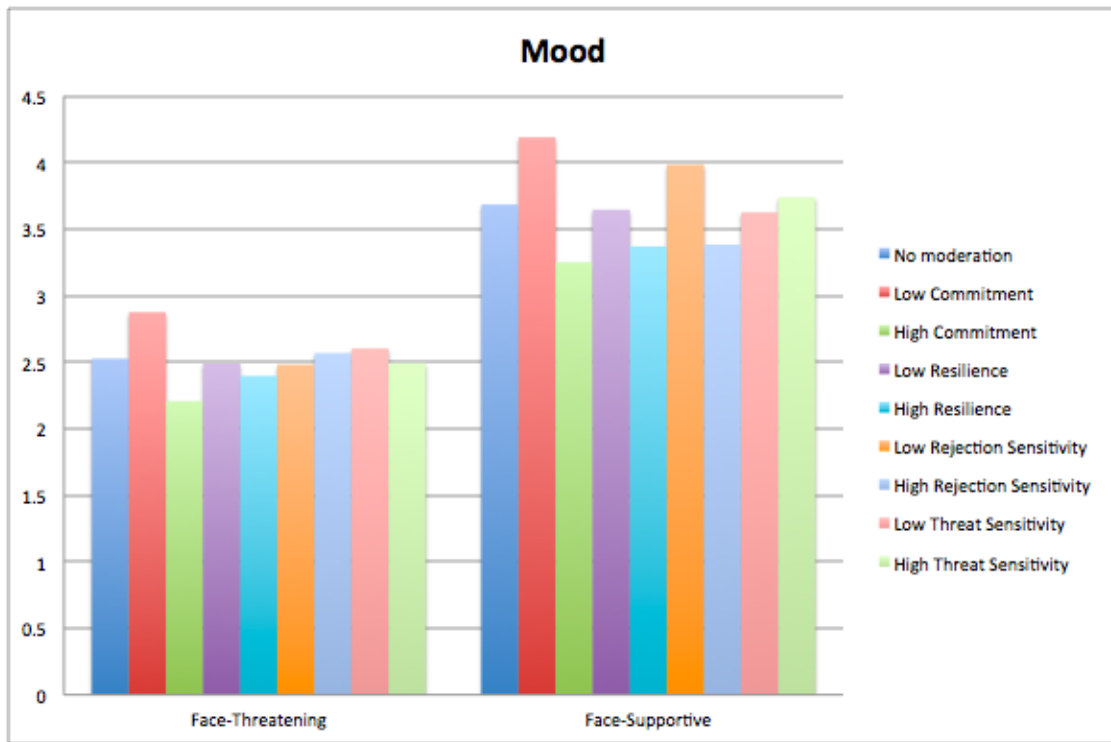
Figure 4.28. Mood Analysis with Direct and Moderating Variables
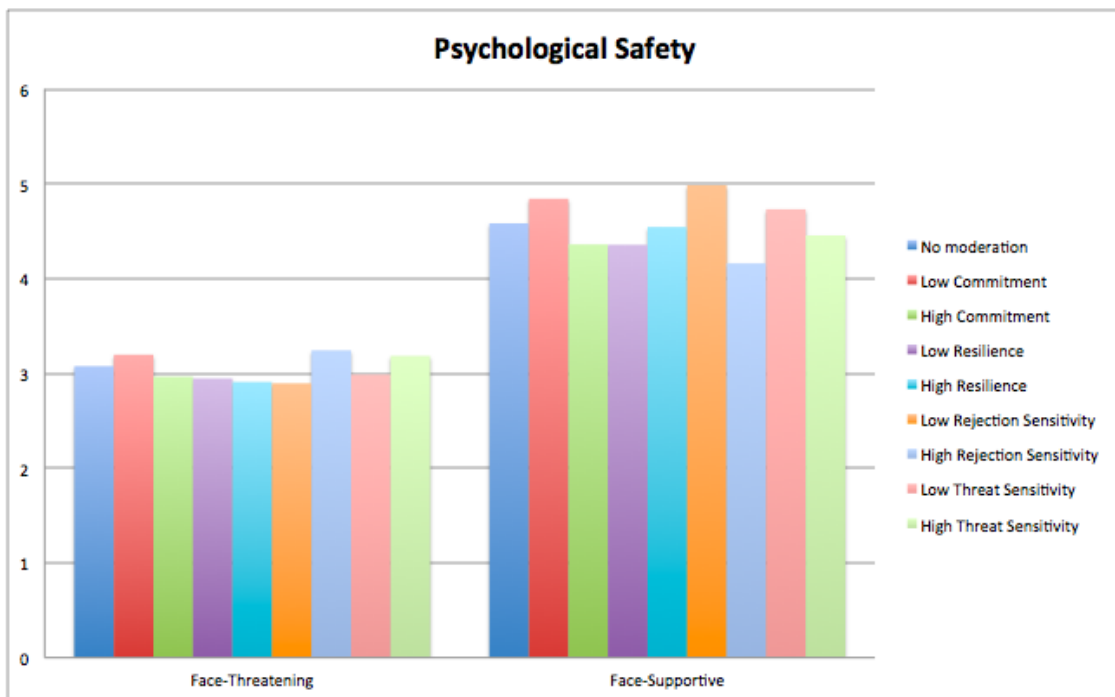
Figure 4.29. Psychological Safety Analysis with Direct and Moderating Variables
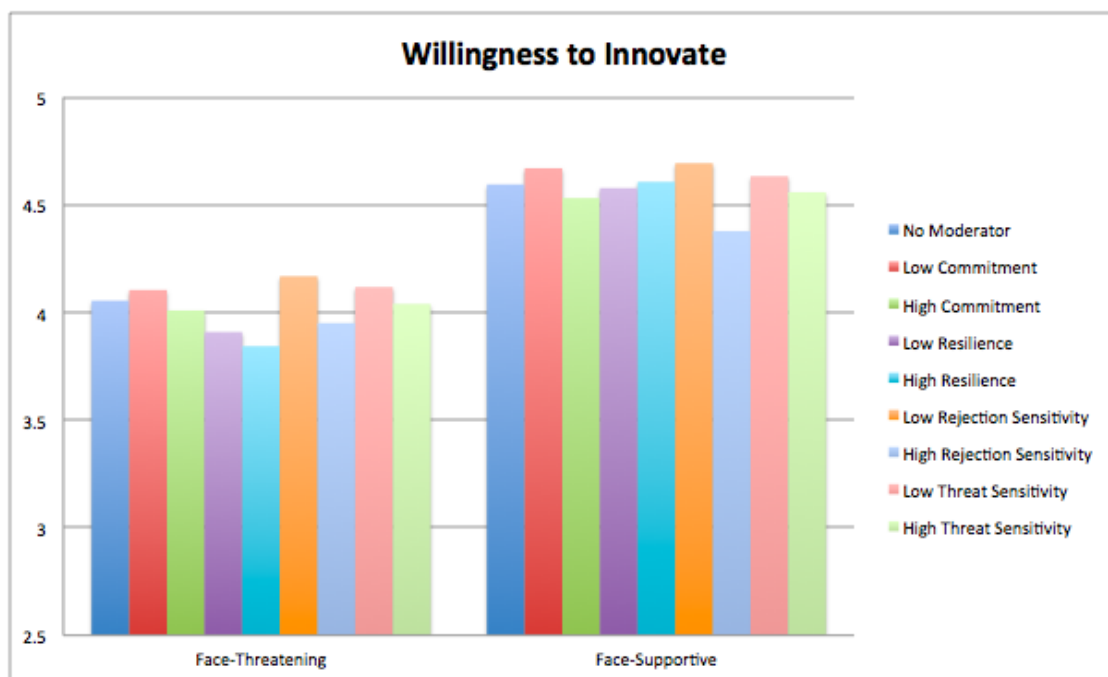
Figure 4.30. Willingness to Innovate Analysis with Direct and Moderating Variables

M = Commitment check

Y	constant	b	c	d	p (interaction)	r2 increase due to interaction	Significant region
Mood	1.55 ± 0.6636	1.5495 ± 0.4582	-0.0529 ± 0.1224	-0.0641 ± 0.0832	0.4427	0.003	
Psychological Safety	1.4364 ± 0.8158	1.7663 ± 0.5599	0.021 ± 0.1511	-0.0468 ± 0.1021	0.6474	0.0011	
Willingness to Innovate	2.8102 ± 0.7831	0.9097 ± 0.5337	0.1433 ± 0.1449	-0.0749 ± 0.0972	0.4424	0.0042	

M = Resilience

Y	constant	b	c	d	p (interaction)	r2 increase due to interaction	Significant region
Mood	2.5222 ± 2.3374	0.7315 ± 1.5775	-0.2025 ± 0.4132	0.057 ± 0.2764	0.837	0.0004	
Psychological Safety	3.7028 ± 2.8234	-0.6001 ± 1.8723	-0.407 ± 0.5012	0.3756 ± 0.3297	0.2577	0.0096	
Willingness to Innovate	3.3045 ± 3.1942	0.0641 ± 2.1157	-0.0211 ± 0.5662	0.1124 ± 0.3723	0.7634	0.0009	

M = Rejection Sensitivity

Y	constant	b	c	d	p (interaction)	r2 increase due to interaction	Significant region
Mood	0.1038 ± 0.7008	2.2233 ± 0.4614	0.1621 ± 0.0852	-0.1359 ± 0.0558	0.0162*	0.0319	<=12.0779
Psychological Safety	-0.3143 ± 0.8261	3.0088 ± 0.5436	0.2422 ± 0.1001	-0.192 ± 0.0652	0.0039**	0.0434	<=12.1264
Willingness to Innovate	3.7494 ± 0.8327	0.5874 ± 0.5377	-0.0263 ± 0.1026	-0.0112 ± 0.0655	0.8646	0.0002	

M = Threat Sensitivity

Y	constant	b	c	d	p (interaction)	r2 increase due to interaction	Significant region
Mood	2.1282 ± 0.9708	0.6517 ± 0.5898	-0.2258 ± 0.2888	0.1539 ± 0.1775	0.3876	0.0041	
Psychological Safety	1.4129 ± 1.1490	1.7889 ± 0.6955	0.0633 ± 0.3414	-0.0969 ± 0.2085	0.6427	0.0011	
Willingness to Innovate	3.9945 ± 1.0908	0.4051 ± 0.6598	-0.1302 ± 0.3245	0.0313 ± 0.1982	0.8747	0.0002	

Table 4.42. Linear Regression Analysis with Moderator M

Direct impact:

			Compare means/ t-test:	ANOVA:	PROCESS:	Comment:
H1	Face	Mood	Significant	Significant		Supported
H2	Face	Psychological Safety	Significant	Significant		Supported
H3	Face	Willingness to Innovate	Significant	Significant		Supported
H4a) I	Commitment	Mood	Significant difference in mean	Significant		Yes
H6a) I	Rejection Sensitivity	Mood	Significant for Face-Supportive			Yes, for a Face-Supportive Termination
H6b) I	Rejection Sensitivity	Psychological Safety	Significant for Face-Supportive			Yes, for a Face-Supportive Termination

Moderating impact:

				Compare means/ t-test:	ANOVA:	PROCESS:	Comment:
H6a) II	Face	Rejection Sensitivity	Mood		Significant	Significant	Opposite of the hypothesis, impact stronger in Face-Supportive
H6b) II	Face	Rejection Sensitivity	Psychological Safety		Significant	Significant	

Table 4.43. Overview of Significant Findings
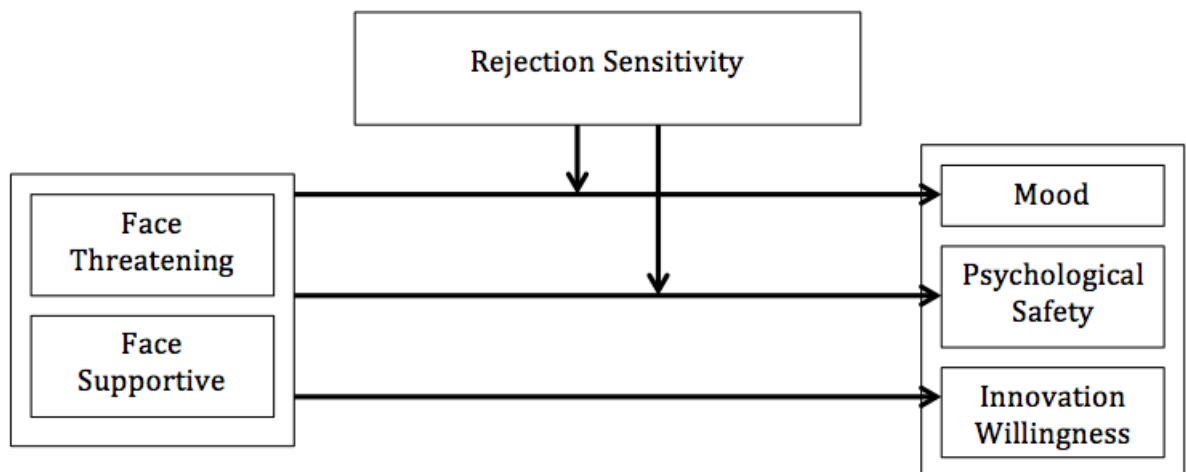
Figure 4.31. Illustration of Supported Hypotheses

Chapter 5

Discussion

In this chapter we will discuss the results presented in chapter 4. Additionally, these results will be compared to the findings following the face manipulation check, Face-Neutral Termination. As mentioned in 3.1.2, the Face-Neutral Termination scenario was included in the survey in order to control that face was perceived correctly. However, through the analysis the results of this added variable turned out to be quite surprising and interesting. As a neutral strategy was not originally a part of the main focus of our thesis, it is first presented in this section. We complete the thesis by discussing the implications and limitations of our findings, as well as a recommended direction for future research.

5.1 Significant Findings

Through our thesis we have applied different methods to test our hypotheses. Whereas some hypotheses have been supported by all the tests, a number of hypotheses tested have resulted in no support. In the case of the direct impact of Face-Threatening and Face-Supportive Termination strategies, it was found by an ANOVA Univariate analysis that there is a significant difference in the resulting Mood ($p<0.01$), Psychological Safety ($p<0.01$), and Willingness to Innovate ($p<0.05$). The fact that there is a significant difference in the outcome variables is important when we consider that a company's organizational climate can be measured through a proponent's Mood, feeling of Psychological Safety, and Willingness to Innovate as we argued in section 2.1.

The results of our analyses support the hypothesis that Mood is influenced differently by

Face-Threatening and Face-Supportive Messages. Hence, the results add to the theories by Barsade and O'Neill (2016), Shepherd and Cardon (2009), and Tugade and Fredrickson (2004). Barsade and O'Neill (2016) and Shepherd and Cardon (2009) emphasize that employees' creativity and engagement are impacted by the reactions caused by how terminations are handled by the management. They further explain how company performance is closely related to employee creativity and engagement, and thereby impacted in positive or negative direction depending on management of emotional culture. Similarly, according to Tugade and Fredrickson (2004), positive mood buffers against stress and increases psychological well-being and health, which is vital for sustainable performance. The fact that we found a significantly better mood after a Face-Supportive Termination than after a Face-Threatening Termination, indicates that using the first mentioned strategy increases proponents' sustainable performance and creativity.

Similarly to Mood, the results from our tests support the hypothesis that a proponent will feel less psychologically safe after a Face-Threatening Termination, than a Face-Supportive Termination. We agree with Schneider and Smith (2001) and Tordera et al. (2008) in that psychological safety is vital for an effective work environment, and link this to the importance of utilizing the right Face Messages. As Edmondson and Lei (2014) explain, creativity and novel ideas come from a climate that empowers members to use their voice and empowers constructive criticism, which a Face-Supportive Termination is very helpful with. The significant difference in Psychological Safety from the use of Face-Threatening or Face-Supportive Face Messages makes it imperative for managers to understand the consequences of their behavior on the organizational climate.

The hypothesis that there is a direct effect of Face Messages on Willingness to Innovate was also supported. The analysis shows that the level of Willingness to Innovative following a termination is different depending on the Face Message utilized. In this way, we substantiate the claim by Scott and Bruce (1994) that decision-makers can encourage autonomy, support, and trust and thereby increase innovation willingness through their leadership style.

The significance of Face Messages on Willingness to Innovate was slightly lower than for Mood and Psychological Safety, but the fact that they were all significant indicates that there is a relationship among the three variables that reinforces the effect of Face on one variable to the other variables. The stronger effect on Mood and Psychological Safety is also observed from the correlation analysis, see 4.2 on page 76. In the correlation analysis it was found that there is a significant correlations between Face

Messages and each of the outcome variables. This substantiates the work by researchers such as Patterson et al. (2005) and Hormozi et al. (2000) that organizational climate embodies not only administrative and productive work, but also the employee's perception of the culture seen through Mood, Psychological Safety, and Willingness to Innovate, among others.

It was also found support for the hypothesis that people high in Commitment will experience a more negative Mood following a termination, than people low in Commitment. This is true in both a Face-Threatening and a Face-Supportive Termination. The t-test confirmed a significant difference in Face-Threatening ($p<0.01$) and Face-Supportive situation ($p<0.01$) when the Commitment levels "low" and "high" were compared. Regardless of the Face Message experienced, the level of Commitment will influence the Mood. This can in large stem from the behavioral nature of commitment as explained by Liou (2008). As Commitment can be seen as a measure of dedication and passion for one's job, a highly committed individual is more invested and is therefore more prone to be negatively affected by a termination. Our results, similarly to Shepherd and Cardon (2009), indicate that an individual with low level of commitment may not take the project very seriously, and is thus less affected by the termination of it.

The belief that Rejection Sensitivity significantly moderates the impact of Face Messages was also found to be significant for Mood and Psychological Safety by an ANOVA Univariate analysis ($p<0.05$) and a PROCESS analysis ($p<0.05$). However, the t-test analysis shows that it is only in Face-Supportive situations that the difference between low and high Rejection Sensitivity is significant. Therefore, our analysis shows support for the hypothesis that the level of Rejection Sensitivity in a proponent will influence the outcome of Mood ($p<0.05$) and Psychological Safety ($p<0.05$) in a Face-Supportive Termination. The Mood and Psychological Safety were found to be lower when the level of Rejection Sensitivity was high in an individual. The effects of being highly rejection sensitive are described by Downey et al. (1998) to be consistently dysfunctional, and our results substantiate this claim for Mood and Psychological Safety for a Face-Supportive Termination.

In a Face-Threatening Termination, it was found that the Mood and Psychological Safety were better when an individual had high Rejection Sensitivity. These finding are in the opposite direction of what we expected. We could speculate that higher Rejection Sensitive individual expect a Face-Threatening behavior and are therefore not taken aback by it. In addition, we found that Rejection Sensitivity has a considerably bigger impact on a Face-Supportive Termination than a Face-Threatening Termination for both

Mood and Psychological Safety. This is also opposite of what we hypothesized, and may stem from the difference in the nature of the two termination strategies. Being rejection sensitive and experiencing a harsh termination may leave a proponent with no hope and much lower expectations from their manager, while a supportive termination may confuse a proponent. It may shock the proponent that the manager shows understanding of the hard work and effort put into the project, and still decides to let it go. Hence, this can exacerbate the feeling of being rejected. In this way, our analysis supports the indications, similarly to Berenson et al. (2009), that psychological safety and mood is deteriorated when the proponents feels overwhelmed by the rejection.

5.2   Nonsignificant Findings

Although there were only a few parts of the analysis that came out as significant in the independent t-test, ANOVA Univariate analysis, or PROCESS moderation analysis, it can be interesting to discuss the other results. The fact that many relationships are nonsignificant indicates that an idea proponent is in large affected by how the termination is conducted, independently of his or her commitment to the project and individual traits. This conclusion contradicts the majority of established research, much of which we have discussed in chapter 2. However, part of the reason for why the results were nonsignificant can stem from measurement error or other limitations, as discussed in subsection 3.1.1 and section 5.6. Specifically, the small sample size in each scenarios may be a crucial factor in why it was hard to find significant relationships.

The comparative analysis illustrated how different levels of Commitment, Resilience, Rejection Sensitivity, and Threat Sensitivity resulted in varying Mood, Psychological Safety, and Willingness to Innovate. For all, except Resilience, we hypothesized that a high level would result in a more negative Mood, lower level of Psychological Safety, and a lower Willingness to Innovate. For Resilience, we hypothesized the same effect for a low level. Our assumptions were supported by the compare means analysis for Commitment on Psychological Safety and Willingness to Innovate, for Rejection Sensitivity on Willingness to Innovate, and for Threat Sensitivity on Willingness to Innovate, but they were however found to be nonsignificant in the independent t-test $(p > 0.05)$.

Contrary, the opposite was shown for Resilience and Mood. In this case, the results of the compare means analysis show that high levels of Resilience result in a more negative

Mood after a Termination than low levels of Resilience. According to Tugade and Fredrickson (2004), the ability to recover from negative emotional experience is associated to psychological resilience. The fact that our results indicate that the ability to emotionally recover from both a Face-Threatening and a Face-Supportive Termination was greater for individuals with a low level of Resilience is therefore quite surprising. However, the fact that these results are nonsignificant ($p > 0.05$) can suggest that we should not dwell too much on the meaning for this behavior. We do instead emphasize the importance of looking further into the relationship between resilience and mood in future research.

The compare means analysis of the relationship between some of the variables gave different results in a Face-Threatening and a Face-Supportive Termination strategy. For a Face-Supportive Termination the results of the relationships between Resilience and Psychological Safety, Resilience and Willingness to Innovate, and Threat Sensitivity and Psychological Safety, indicate support for our hypotheses. On the other hand, for Threat Sensitivity and Mood, it is for a Face-Threatening Termination that the results indicate support for the hypothesis. For the other termination strategy, the results show the opposite of what we argued would happen. For instance, in a Face-Threatening Termination, Willingness to Innovate has a lower score for individuals with high Resilience than for those with low Resilience. However, as the differences in scores between a high and low level of Resilience on Psychological Safety and on Willingness to Innovate, and Threat Sensitivity on Psychological Safety within a Face-Threatening Termination are both nonsignificant ($p > 0.05$) and consistently so small, we can possibly regard can them as negligible. The same is the case for Threat Sensitivity and Mood in a Face-Supportive Termination strategy.

Additionally, the nonsignificant results indicate that Commitment, Resilience, and Threat Sensitivity do not have a moderating effect on the relationship between Face Messages and any of the three outcome variables. Similarly, Rejection Sensitivity was found to not have a moderating role for the relationship between Face Messages and Willingness to Innovate. In other words, our results indicate that an idea proponent is in large affected by how the termination is conducted, independently of his or her commitment to the project and individual traits.

While the tests were found to be nonsignificant, most of the comparative analysis showed support for our hypotheses in that the moderating effect would be greater in a Face-Threatening than a Face-Supportive Termination strategy. However, for the moderating effect of Commitment on Willingness to Innovate and the moderating effect

of Threat Sensitivity on Psychological Safety, the difference in impact between a Face-Threatening and a Face-Supportive termination is small enough to be neglected. For the effect of Resilience on Mood and the effect of Rejection Sensitivity on Willingness to Innovate, the results show the opposite of what we hypothesized. That is, the moderating impact is larger in a Face-Supportive Termination. In pure speculation, these results can arise because in a Face-Supportive Termination the manager focuses a lot on people's emotions, and this focus may allow proponents to dig deeper into how they are allowed to react and display this in the workplace.

5.3   Face-Neutral Termination Strategy

As described in chapter 3, we included a control measure for the termination strategy's effect on Face. In addition to the Face-Threatening and Face-Supportive scenarios, we added a Face-Neutral description of the termination behavior exerted by a leader. Our intent was to use the neutral measure to control that Face was perceived correctly. However, through the analysis the results of this added variable turned out to be quite surprising and interesting, and will therefore be presented in this section.

To our knowledge, previous research on how project termination affects proponents have focused solely on the two extreme sides of the scale, and not included a neutral kind of measure in the middle of the scale. In our survey we presented 72 of the participants with the Face-Neutral condition, i.e. the same amount as Face-Threatening surveys, and one more than Face-Supportive. It is therefore very interesting to compare the results of Face-Threatening and Face-Supportive Termination to the Face-Neutral Termination. The manipulation check showed that respondents rated a Face-Neutral Termination as somewhat sensitive ($\bar{x} = 3.79$) and positive ($\bar{x} = 3.07$). The mean for the total Leadership Sensitivity was found to be 3.46. All three of these mean scores were shown to be significant ($p<0.01$) in an inferential t-test. These values were, as expected and desired, higher than the values for a Face-Threatening Termination and lower than the values for a Face-Supportive Termination. This indicates that the respondents had an acceptable understanding of the provided scenario. Similar results were calculated for the resulting Mood and Psychological Safety with no moderation, i.e. following a Face-Neutral Termination, the Mood and Psychological Safety were better than after a Face-Threatening Termination, but worse than after a Face-Supportive Termination.

More interesting results were discovered when proponents' Willingness to Innovate was

Table 5.1. Willingness to continue Innovating after a Neutral project termination

	Mean	N	Std	Min	Max
Face-Threatening	4.0548	69	1.26	1	6.33
Face-Supportive	4.5948	68	0.87	2.33	6.33
Face-Neutral	4.5910	72	0.78	2.56	7

further examined. Omitting the other moderating factors, table 4.9 and figure 4.3 on page 83 are recreated to include the effect of a Face-Neutral Termination, see table 5.1. The very small difference between the direct effects of a Face-Supportive Termination and a Face-Neutral Termination ($\bar{x} = 4.5948$ versus $\bar{x} = 4.5910$) is a very interesting discovery. The slight difference in the resulting Willingness to Innovate can possibly indicate that it is more important to refrain from conducting a Face-Threatening Termination than explicitly show support during the actual termination. According to Dewett (2006), the level of willingness to take risks (WTR) remains as long as Face is not jeopardized, and our results support Dewett in this. If Face is supported or just not alluded to during the termination, our results indicate an upheld WTR. Most researchers, like Scott and Bruce (1994), emphasize that decision-makers should encourage subordinates to take more risks and come up with new ideas through a leadership style that offers autonomy, support, and trust. While we encourage this too, we have found that a Neutral-Face Termination can be as beneficial as a Face-Supportive Termination for Willingness to continue Innovation. Similarly, we have investigated how the resulting Mood, Psychological Safety, and Willingness to Innovate are influenced by the moderating variables in Face-Neutral Termination. The values for Psychological Safety following a Face-Neutral Termination were found to be between those of Face-Threatening and Face-Supportive Termination for all moderating variables. As previously discussed, this was expected. The resulting values for Mood were also as expected, with the exception of when an individual had/has high Resilience. The highest value for Mood was found to be following a Face-Neutral Termination ($\bar{x} = 3.5057$), followed by Face-Supportive ($\bar{x} = 3.370$) and the least good Mood after a Face-Threatening Termination ($\bar{x} = 2.3967$). For Willingness to Innovate, on the other hand, only the values for low Commitment and high Threat Sensitivity proved to be as expected. Most of the values came out to be better with a Face-Neutral Termination than a Face-Supportive Termination, see table 5.2. These observations were quite interesting,

Table 5.2. Willingness to Innovate after Face-Threatening, Face-Supportive, and Face-Neutral with moderation

	Face-Threatening	Face-Supportive	Face-Neutral
Low Commitment	$\bar{x} = 4.1044$	$\bar{x} = 4.6703$	$\bar{x} = 4.5882$
High Commitment	$\bar{x} = 4.0093$	$\bar{x} = 4.5315$	$\bar{x} = 4.5936$
Low Resilience	$\bar{x} = 3.9091$	$\bar{x} = 4.5778$	$\bar{x} = 4.6624$
High Resilience	$\bar{x} = 3.8434$	$\bar{x} = 4.6071$	$\bar{x} = 4.7361$
Low Rejection Sensitivity	$\bar{x} = 4.1684$	$\bar{x} = 4.6936$	$\bar{x} = 4.7677$
High Rejection Sensitivity	$\bar{x} = 3.9506$	$\bar{x} = 4.3778$	$\bar{x} = 4.4444$
Low Threat Sensitivity	$\bar{x} = 4.1181$	$\bar{x} = 4.6330$	$\bar{x} = 4.6339$
High Threat Sensitivity	$\bar{x} = 4.0401$	$\bar{x} = 4.5587$	$\bar{x} = 4.5521$

however, they proved to be nonsignificant.

An ANOVA univariate analysis was conducted to explore the significance of difference between the three termination strategies with the moderating variables. The results of these analyses were found to be nonsignificant in all cases, except for for Rejection Sensitivity and Psychological Safety. The results showed a significant difference determined by $F(2, 194) = 4.865, p = 0.009$. As the significance level is below 0.05, we reject the null hypothesis and conclude that there are interaction effects between the variables. As an example from the findings in table 5.2, we take a closer look at the interaction of Commitment and Face on Willingness to continue Innovating after a Face-Neutral Termination strategy. The interaction of Commitment and Face Messages (including Face-Neutral) on Willingness to Innovate was found to be nonsignificant in a Univariate analysis ($F(2, 203) = 0.853, p = 0.428$). Nevertheless, the results are presented in 5.3 and figure 5.1. The results of the independent t-test for comparing Commitment level are accompanied with their associated standard deviation (std), sample size (N), test values (t), and significance level (p). According to these, the Face-Threatening and high Commitment scenario still has the lowest continued Willingness to Innovate ($\bar{x} = 4.01$), and a Face-Supportive Termination and low Commitment has the highest continued Willingness to Innovate ($\bar{x} = 4.67$). However, for individuals with high Commitment, it is the Face-Neutral Termination that yields the highest continued Willingness to Innovate ($\bar{x} = 4.59$). In other words, for high Commitment, the Face-Neutral strategy yields a higher Willingness to continue Innovating than a Face-Supportive strategy. By the nature of a Face-Supportive Termination, one could assume that it must be the most accommodating termination

Table 5.3. Willingness to Innovate after Face-Neutral and Commitment

	Face-Threatening	Face-Supportive	Face-Neutral
Low Commitment	$\bar{x} = 4.1044$ Std=1.17225 N=33	$\bar{x} = 4.6703$ Std=0.75595 N=31	$\bar{x} = 4.5882$ Std=0.69229 N=34
High Commitment	$\bar{x} = 4.0093$ Std=1.34266 N=36	$\bar{x} = 4.5315$ Std=0.96727 N=37	$\bar{x} = 4.5936$ Std=0.86772 N=38
Significance	t=0.312, p=0.756	t=0.650, p=0.518	t=-0.029, p=0.997

strategy. However, as it turns out, in this case it might not be. By shutting down a project in a way that does not address the personal link between an individual and the project, the Face-Neutral Termination strategy externalizes the termination. Simonson and Staw (1992) and (Behrens & Ernst, 2013) highlight the positive outcomes following the use of such external measures to shut down a project. When the evaluation process is attributed to external causes, the decision-makers can make proponents more inclined to consider the information provided more seriously. Though not significant, this results indicate an interesting new topic in the field of termination of innovation projects, and we emphasize the need to investigate this further.
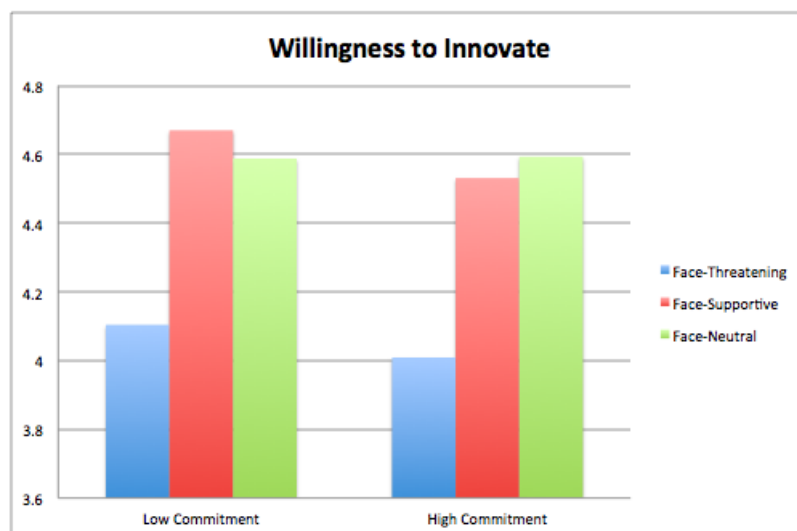
Figure 5.1. Willingness to Innovate after Face-Neutral and Commitment

5.4   Managerial Implications

As we discussed in the beginning of this thesis, only a handful of projects lead to success. For instance, between 1990 and 2011, 8 of 22 major product launches from Google flopped, and in total 90 of 251 projects were terminated (Weber, 2011). Naturally, any firm will at some point face the challenge of terminating a project, and having knowledge of how this procedure affects the company is a necessary skill for a successful manager. As our results have shown, the method used to terminate an innovation project can greatly impact the employees' succeeding mood, feeling of psychological safety, and willingness to continue innovating. The study showed a clear difference between the direct impact of a Face-Threatening Termination strategy and a Face-Supportive Termination strategy. By using a Face-Supportive termination strategy, managers communicate the decision in a respectful and polite way, give a thorough explanation, and allow employees to decide what to work on next. In this way, employees are listened to and taken seriously by their superior. Therefore, their positive and negative face are upheld, and it is easier for them to accept the decision, feel good, continue to feel psychologically safe in the workplace, and wish to still bring about and discuss new ideas. On the other hand, by a using Face-Threatening termination strategy, managers communicate the decision in a forceful way, by not giving any explanation and ordering the employees to work on something else. The manager does not respect the employees and do not listen to their opinion. In this way, the manager steps on proponents' positive and negative face, making the termination process more devastating for the individual. The individual can experience a bad mood and feel less safe after this kind of termination, in addition to being less likely to bring about new ideas to the company again.

Due to this, we recommend that managers are made aware of how their behavior during a termination process may have long-term repercussions in the company's climate, in order to take those actions that have the least negative impact. To contribute with novel ideas, the organizational climate must be psychologically safe to empower employees to use their voice and take risks (Edmondson & Lei, 2014). The organizational climate emerges locally by the actions of leaders (Schein, 2011) and leader behavior impacts the employees' perception of the climate (Amabile et al., 2004). Managers therefore play a substantial role in employees' propensity to innovate. By conducting an innovation project termination in a Face-Supportive way, managers exemplify a behavior of respect, openness, and appreciation, and thus creates a similar climate throughout the company. A climate in where proponents are listen to, is more likely to promote a culture of

creativity and risk-taking, both pillars of innovation. The use of this certain termination strategy may therefore enforce and strengthen a innovation climate in the company.

We therefore recommend that managers use a Face-Supportive communication, and avoid the use of Face-Threatening termination strategies. Face-threatening communication is an example of destructive leadership. Destructive leadership is defined as behavior that, among other, systematically and repeatedly violates the motivation, well-being, or job satisfaction of subordinates (Aasland et al., 2010). Similarly, the Face-Threatening termination strategy disrespects and humiliates the proponents, and lessens the likelihood of them being creative or taking risks. Our results point to Face-Threatening behavior being a factor in deteriorating an innovation climate, and subsequently negatively affecting the organization's competitive performance level.

In chapter 2, we argued that individual traits and situational factors may alter the effect of the termination strategy. Through this thesis we focused on the situational factor of Commitment, and the individual traits of Resilience, Rejection Sensitivity, and Threat Sensitivity. However, in our analysis it was only Rejection Sensitivity that proved to have a significant moderating effect on the relationship between Face Messages and a proponent's Mood and Psychological Safety. This result may indicate that no matter the situational and individual traits, the person involved in a termination process will be affected in a similar way. Thus, making it that more important that a manager knows the benefit of using a Face-Supportive strategy over a Face-Threatening strategy. Knowing that a Face-Supportive strategy is the preferred termination process for all individuals might increase the emphasis a manager puts on making sure she follows this strategy every time, instead of thinking that the project proponent has enough e.g. resilience to not be affected by it.

5.5   Theoretical Implications

This thesis aims to expand the study on project termination strategies, and build on the preliminary work conducted by Daly et al. (2012) and Prestegaard and Solheim (2013). We moderated Prestegaard and Solheim (2013)'s definition of termination strategies, and added the two constructs of Face-Threatening and Face-Supportive Termination. We contributed to the theory on termination by finding that these constructs directly affect a proponent's mood, psychological safety, and willingness to innovative following a project termination, and thus the innovation climate. We also found that a

Face-Threatening Termination demotes the innovation climate in a more severe way than a Face-Supportive Termination. We then argued for why four variables should impact the effect on the innovation climate, but found that only Rejection Sensitivity was a significant moderating variable for a proponent's mood and feeling of psychological safety in the organization. These findings support the work of a number of researchers, such as described in detail in section 5.1.

Additionally, as discussed in section 5.3, our results implicate the importance of adding a third construct, Face-Neutral Termination, to the field of terminating innovation projects. The idea that making the termination impersonal, and instead attributing the evaluation process to external causes, can increase proponent's innovation willingness is interesting and should be an important aspect in future research.

5.6   Limitations

In subsection 3.1.1 we discussed how certain constraints on our thesis made it hard to eliminate the sources of measurement error that often occur in a behavioral study. Even though this study has brought forth some interesting findings, it is important to acknowledge the limitations that constrain the generalizability and validity of the results. Perhaps our most pressing constraint was the time limit for our work on the study. Due to this, we had to simplify the research. Among others, this includes simplifying the organizational climate and human factors. In real life, numerous factors are relevant to a person's ability and willingness to innovate. However, it was not feasible for us to take everything into consideration. We limited the research to look at the variables of Face, Commitment, Rejection Sensitivity, Threat Sensitivity, Resilience, Mood, Willingness to Innovate, and Psychological Safety. Though we strived to choose the most relevant variables, we cannot for certain say that there are not any other variables that would prove more applicable.

Additionally, time put constraints on how to create the survey. The survey was an experimental survey, which also means that we might not have tapped into the personal emotions following a real-life termination process. In our research, the respondents were presented with a random scenario, telling them if they are committed to a project, and that it is terminated in a supportive, threatening, or neutral way. These scenarios are all hypothetical, and even though our manipulation checks tells us they are perceived correctly, we cannot be sure that the reported effects on mood, psychological safety, and

willingness to innovate are true to those after an actual project termination. As already discussed in subsection 3.1.2, we modified the design of the survey after the initial replies from the MSTC class. This was done because we found a more optimal way to structure the questions, as well as to add a resilience-questionnaire. Though our analysis did not show that changing the design affected the results, we are open to the possibility of error arising from this, as well as the possibility that an even better way to design the survey exists. The main source of error from the survey design is perhaps having a single rater, which was presented in 3.1.1. As individuals are rating themselves, the answers are necessarily subjective. We had no way of making sure that the personal traits reported appropriately reflects the true actions of the individual. For example, an individual may wish to be more resilient than she actually is, and thereby answer based on what she thinks is better and not on how she actually feels. Similarly, the way respondents rate how willing they are to continue innovating may not correlate with what they actually do. In De Jong and Den Hartog (2010) article, supervisors measure the innovative work behavior (IWB) of their employees by how often they offer suggestions, contribute to innovations or new product development, or acquire new customers or new knowledge. By having a supervisor answer the survey based on actual performance may be more reliable than the perceived willingness of an individual. In their study, they were therefore able to eliminate much of the measurement error arising from a single rater.

We collected 215 usable responses to our survey, a sample that would seem to be adequate for our thesis. Nevertheless, as our analysis consisted of separating the answers based on six different scenarios, this decreased the sample population per research area. A larger and broader sample would therefore have been appropriate to robust our results, or reflect new findings. Additionally, our data is limited to one specific area (Austin, TX, USA), and people of a certain education level. This sample is believed to be competent to give reliable answers to a termination strategy analysis, as the data shows that we have included a wide range of ages, work experiences, and industries. What it does not reflect, however, is possible differences between countries and cultures.

All of these limitations were made to make the research possible. Further analysis on this topic is necessary to support or reject our findings, and to understand more about the impact terminating innovation projects have on both the individual and the organization as a whole.

5.7   Future Research

The management of innovation project termination is still an emerging field of research. Few studies have been conducted on how this arduous process affects the people involved, and hence on how it can be costly for the company if not dealt with in a proper way. To succeed as a manager, we argue that one must master the skill of selling a termination to proponents in order to ease the transition and uphold motivation for future innovation. The preceding section reviewed the limitations of our study, and we recommend looking into these to conduct future research. To create a more clear picture of the real effects of a termination, we suggest a longitudinal research that follows both employees and decision-makers. Both should answer questions regarding themselves and the innovation climate before the termination, the communication during the termination, and report how the situation changed or remained afterwards. By surveying both decision-makers and proponents, their answers can be cross-checked to enhance reliability, and also to research if there is a difference of opinion among the two. In a longer study, more variables than those included in our study can also be taken into consideration. For example, we believe it would be beneficial to look closer into what makes a manager choose one termination strategy over another.

As mentioned in section 5.3 and section 5.5, one of the interesting findings in this thesis is the implication that Face-Neutral Termination may sometimes be more benefiting than both a Face-Threatening and a Face-Supportive Termination. This aspect should be investigated further to confirm or reject this suspicion.

To extend our research, we also want to highlight the interesting aspect of culture. Future research should investigate how cultural differences may change the effects of a project termination. As our real-life example of face in section 2.2.2 illustrated, China felt like they lost face during President Hu's visit to President Bush. Looking into how cultural differences between USA and China could be a factor in the perception of losing face, may show that a termination strategy is perceived differently in various parts of the world. Future research should therefore be conducted across nations to support or reject findings, to allow generalizability or to show the importance of being aware of this aspect.

5.8   A Concluding Remark

As a final remark, we wish to underline the important job a manager has when communicating the decision to terminate an innovation project to her employees. The manner in which the decision is informed, has a clear impact on the future innovation climate in the organization. By using a strategy that emphasizes explaining the decision in a respectful and polite way, to express appreciation for the employees' hard work, and to provide autonomy to encourage them to continue with new ideas, managers will contribute to uphold a good organizational climate This will in the long term help the organization excel at innovation, and make the process of both starting and ending projects go more smoothly. The ideal outcome of a supportive termination would be that the idea proponents can be more accustomed to termination, without being discouraged from attempting again in the future. In this regard, the creation and termination of ideas can become cyclical process.

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Appendices

Appendix A

Survey Design 1

SURVEY

Age: _____

Gender (circle):   Female   Male

Education level:
        ___High School completed
        ___Undergraduate degree
        ___Advanced degree

Years of work experience: _____

If you had to describe the industry you have spent most of your career in, it would be?

_____
How often have you proposed innovative ideas within the organizations you have worked in?

Not at all: 1 2 3 4 5 6 7 :Frequently

On a scale from 1 (Strongly agree) to 7 (Strongly disagree) how do you agree with each of the following statements?

	Strongly agree					**Strongly disagree**	
I tend to have lots of new ideas at work.	1	2	3	4	5	6	7
I pride myself on how I am able to generate new ideas.	1	2	3	4	5	6	7
I don't get offended easily.	1	2	3	4	5	6	7
I don't respond well to direct criticism.	1	2	3	4	5	6	7
My feelings get hurt easily.	1	2	3	4	5	6	7
It takes a lot to offend me.	1	2	3	4	5	6	7
It takes a lot to hurt my feelings.	1	2	3	4	5	6	7
I am rarely saddened by anything people say about me.	1	2	3	4	5	6	7
I have often proposed new ideas when working in organizations.	1	2	3	4	5	6	7

The items below describe situations in which people sometimes ask things of others.
For each item, **imagine that you are in the situation, and then answer the questions that follow it.**

You ask your parents or another family member for a loan to help you through a difficult financial time.

How concerned or anxious would you be over whether or not your family would want to help you?

Very unconcerned   Very concerned

1   2   3   4   5   6

I would expect that they would agree to help as much as they can.

Very unlikely   Very likely

1   2   3   4   5   6

You approach a close friend to talk after doing or saying something that seriously upset him/her.

How concerned or anxious would you be over whether or not your friend would want to talk with you?

Very unconcerned   Very concerned

1   2   3   4   5   6

I would expect that he/she would want to talk with me to try to work things out.

Very unlikely   Very likely

1   2   3   4   5   6

You ask your supervisor for help with a problem you have been having at work.

How concerned or anxious would you be over whether or not the person would want to help you?

Very unconcerned   Very concerned

1   2   3   4   5   6

I would expect that he/she would want to try to help me out.

Very unlikely   Very likely

1   2   3   4   5   6

After a bitter argument, you call or approach your significant other because you want to make up.

How concerned or anxious would you be over whether or not your significant other would want to make up with you?

Very unconcerned   Very concerned

1   2   3   4   5   6

I would expect that he/she would be at least as eager to make up as I would be.

Very unlikely   Very likely

1   2   3   4   5   6

You ask your parents or other family members to come to an occasion important to you.

How concerned or anxious would you be over whether or not they would want to come?

Very unconcerned   Very concerned

1   2   3   4   5   6

I would expect that they would want to come.

Very unlikely   Very likely

1   2   3   4   5   6

At a party, you notice someone on the other side of the room that you'd like to get to know, and you approach him or her to try to start a conversation.

How concerned or anxious would you be over whether or not the person would want to talk with you?

Very unconcerned   Very concerned

1   2   3   4   5   6

I would expect that he/she would want to talk with me.

Very unlikely   Very likely

1   2   3   4   5   6

Lately you've been noticing some distance between yourself and your significant other, and you ask him/her if there is something wrong.

How concerned or anxious would you be over whether or not he/she still loves you and wants to be with you?

Very unconcerned   Very concerned

1   2   3   4   5   6

I would expect that he/she will show sincere love and commitment to our relationship no matter what else may be going on.

Very unlikely   Very likely

1   2   3   4   5   6

You call a friend when there is something on your mind that you feel you really need to talk about.

How concerned or anxious would you be over whether or not your friend would want to listen?

Very unconcerned   Very concerned

1   2   3   4   5   6

I would expect that he/she would listen and support me.

Very unlikely   Very likely

1   2   3   4   5   6

Please read the scenario in the box. After that, please answer the questions that follow.

Imagine you have been deeply engaged with a small team working on an idea for the last twelve months. You have worked very hard on this. It is your idea and you have become a spokesperson for it. There has been some managerial resistance to the idea already.

Your boss has been teasing and humiliating you in meetings about your idea. He has also attacked your motivations for pursuing the idea and has regularly suggested that if you pursue the idea there could be negative consequences for your career. Yesterday you came in to explain your project idea to him. He paid little attention to you as explained the project. This morning he calls you into his office and says that the project is going to be terminated. He provides no real feedback about the business and technical reasons for ending the project. He tells you to stop thinking about the project and tells you that he will assign you to your next project.

Based on what you read, how committed to the project were you prior to getting the feedback:

Very uncommitted   1 2 3 4 5 6 7   Very committed

Based on what you read, the response you got from your leadership was:

Very insensitive   1 2 3 4 5 6 7   Very sensitive
Very negative   1 2 3 4 5 6 7   Very positive

After getting the response from your leadership you feel:

Sad	1 2 3 4 5 6 7	Happy
Bad	1 2 3 4 5 6 7	Well
Discontented	1 2 3 4 5 6 7	Contented
Tense	1 2 3 4 5 6 7	Relaxed
Excited	1 2 3 4 5 6 7	Bored
Angry	1 2 3 4 5 6 7	Not angry
Encouraged	1 2 3 4 5 6 7	Frustrated
Pleased	1 2 3 4 5 6 7	Miffed

After the conversation where my idea was rejected I am still willing to…

	Very unlikely						Very likely
Search out new technologies, processes, techniques or product ideas	1	2	3	4	5	6	7
Generate creative ideas	1	2	3	4	5	6	7
Promote and champion ideas to others	1	2	3	4	5	6	7
Investigate and secure funding needed to implement new ideas	1	2	3	4	5	6	7
Come up with other radical ideas	1	2	3	4	5	6	7
Be innovative	1	2	3	4	5	6	7
Spend time "selling" the idea	1	2	3	4	5	6	7
Do the politics it takes to get new ideas "sold"	1	2	3	4	5	6	7
Develop adequate plans and schedules for the implementation of new ideas	1	2	3	4	5	6	7

After the conversation where my idea was rejected I would feel…

	Very likely						Very unlikely
That if I made a mistake it would be held against me by people in my organization	1	2	3	4	5	6	7
Unable to bring up problems and tough issues to people in my organization	1	2	3	4	5	6	7
Rejected for being different by people in my organization	1	2	3	4	5	6	7
That it is safe to take risks	1	2	3	4	5	6	7
That it is difficult to ask other people in the organization for help	1	2	3	4	5	6	7
Certain that no one would deliberately act in ways that undermine my efforts	1	2	3	4	5	6	7
That my unique skills and talents are valued and utilized by people in my organization	1	2	3	4	5	6	7

Thank you for taking the time to answer our survey. This is very important to us and we appreciate your time and effort.

Appendix B

Survey Design 2

SURVEY

Please read the scenario in the box. After that, please answer the questions that follow.

> **Imagine you have been deeply engaged with a small team working on an idea for the last twelve months. You have worked very hard on this. It is your idea and you have become a spokesperson for it. There has been some managerial resistance to the idea already.**
>
> **Your boss has been teasing and humiliating you in meetings about your idea. He has also attacked your motivations for pursuing the idea and has regularly suggested that if you pursue the idea there could be negative consequences for your career. Yesterday you came in to explain your project idea to him. He paid little attention to you as explained the project. This morning he calls you into his office and says that the project is going to be terminated. He provides no real feedback about the business and technical reasons for ending the project. He tells you to stop thinking about the project and tells you that he will assign you to your next project.**

Based on what you read, how committed to the project were you prior to getting the feedback:

      Very uncommitted   1 2 3 4 5 6 7   Very committed

Based on what you read, the response you got from your leadership was:

      Very insensitive   1 2 3 4 5 6 7   Very sensitive
      Very negative   1 2 3 4 5 6 7   Very positive

After getting the response from your leadership you feel:

Sad	1 2 3 4 5 6 7	Happy
Bad	1 2 3 4 5 6 7	Well
Discontented	1 2 3 4 5 6 7	Contented
Tense	1 2 3 4 5 6 7	Relaxed
Excited	1 2 3 4 5 6 7	Bored
Angry	1 2 3 4 5 6 7	Not angry
Encouraged	1 2 3 4 5 6 7	Frustrated
Pleased	1 2 3 4 5 6 7	Miffed

After the conversation where my idea was rejected I'd want to _____ with my boss and team

	Very unlikely						Very likely
Come up with other radical ideas	1	2	3	4	5	6	7
Stop generating creative ideas	1	2	3	4	5	6	7
Be innovative	1	2	3	4	5	6	7
Spend time "selling" the idea	1	2	3	4	5	6	7
Promote and champion ideas to others	1	2	3	4	5	6	7
Not do the politics it takes to get new ideas "sold"	1	2	3	4	5	6	7
Not search out new technologies, processes, techniques or product ideas	1	2	3	4	5	6	7
Investigate and secure funding needed to implement new ideas	1	2	3	4	5	6	7
Develop adequate plans and schedules for the implementation of new ideas	1	2	3	4	5	6	7

After the conversation where my idea was rejected I would feel…

	Very unlikely						Very likely
That if I made a mistake it would be held against me by people in my organization	1	2	3	4	5	6	7
Unable to bring up problems and tough issues to people in my organization	1	2	3	4	5	6	7
Rejected for being different by people in my organization	1	2	3	4	5	6	7
That it is safe to take risks	1	2	3	4	5	6	7
That it is difficult to ask other people in the organization for help	1	2	3	4	5	6	7
Certain that no one would deliberately act in ways that undermine my efforts	1	2	3	4	5	6	7
That my unique skills and talents are valued and utilized by people in my organization	1	2	3	4	5	6	7

The following questions are related to you as a person.

How often have you proposed innovative ideas within the organizations you have worked in?

Not at all: 1 2 3 4 5 6 7 :Frequently

On a scale from 1 (Strongly disagree) to 7 (Strongly agree) indicate the degree to which you agree with each of the following statements?

	Strongly disagree						Strongly agree
I tend to have lots of new ideas at work.	1	2	3	4	5	6	7
I pride myself on how I am able to generate new ideas.	1	2	3	4	5	6	7
I don't get offended easily.	1	2	3	4	5	6	7
I don't respond well to direct criticism.	1	2	3	4	5	6	7
My feelings get hurt easily.	1	2	3	4	5	6	7
It takes a lot to offend me.	1	2	3	4	5	6	7
It takes a lot to hurt my feelings.	1	2	3	4	5	6	7
I am rarely saddened by anything people say about me.	1	2	3	4	5	6	7
I have often proposed new ideas when working in organizations.	1	2	3	4	5	6	7

On a scale from 1 (Strongly disagree) to 7 (Strongly agree) indicate the degree to which you agree with each of the following statements?

	Strongly disagree						Strongly agree
I am able to adapt to change.	1	2	3	4	5	6	7
I can deal with whatever comes.	1	2	3	4	5	6	7
I try to see the humorous side of problems.	1	2	3	4	5	6	7
Coping with stress can strengthen me.	1	2	3	4	5	6	7
I tend to not bounce back after illness or hardship.	1	2	3	4	5	6	7
I can achieve goals despite of obstacles.	1	2	3	4	5	6	7
I cannot stay focused under pressure.	1	2	3	4	5	6	7
I am easily discouraged by failure.	1	2	3	4	5	6	7
I think of myself as a strong person	1	2	3	4	5	6	7
I can handle unpleasant feelings.	1	2	3	4	5	6	7
I have achieved a goal that took years of work.	1	2	3	4	5	6	7
I have not overcome setbacks to conquer an important challenge.	1	2	3	4	5	6	7
I do not finish whatever I begin.	1	2	3	4	5	6	7
Setbacks don't discourage me.	1	2	3	4	5	6	7
I am a hard worker.	1	2	3	4	5	6	7
I am diligent.	1	2	3	4	5	6	7

The items below describe situations in which people sometimes ask things of others.
For each item, **imagine that you are in the situation, and then answer the questions that follow it.**

You ask your parents or another family member for a loan to help you through a difficult financial time.

How concerned or anxious would you be over whether or not your family would want to help you?	Very unconcerned				Very concerned	
	1	2	3	4	5	6
I would expect that they would agree to help as much as they can.	Very unlikely				Very likely	
	1	2	3	4	5	6

You approach a close friend to talk after doing or saying something that seriously upset him/her.

How concerned or anxious would you be over whether or not your friend would want to talk with you?	Very unconcerned				Very concerned	
	1	2	3	4	5	6
I would expect that he/she would want to talk with me to try to work things out.	Very unlikely				Very likely	
	1	2	3	4	5	6

You ask your supervisor for help with a problem you have been having at work.

How concerned or anxious would you be over whether or not the person would want to help you?	Very unconcerned				Very concerned	
	1	2	3	4	5	6
I would expect that he/she would want to try to help me out.	Very unlikely				Very likely	
	1	2	3	4	5	6

After a bitter argument, you call or approach your significant other because you want to make up.

How concerned or anxious would you be over whether or not your significant other would want to make up with you?	Very unconcerned				Very concerned	
	1	2	3	4	5	6
I would expect that he/she would be at least as eager to make up as I would be.	Very unlikely				Very likely	
	1	2	3	4	5	6

You ask your parents or other family members to come to an occasion important to you.

How concerned or anxious would you be over whether or not they would want to come?	Very unconcerned				Very concerned	
	1	2	3	4	5	6
I would expect that they would want to come.	Very unlikely				Very likely	
	1	2	3	4	5	6

At a party, you notice someone on the other side of the room that you'd like to get to know, and you approach him or her to try to start a conversation.

How concerned or anxious would you be over whether or not the person would want to talk with you?	Very unconcerned				Very concerned	
	1	2	3	4	5	6

I would expect that he/she would want to talk with me.	Very unlikely				Very likely	
	1	2	3	4	5	6

Lately you've been noticing some distance between yourself and your significant other, and you ask him/her if there is something wrong.

How concerned or anxious would you be over whether or not he/she still loves you and wants to be with you?	Very unconcerned				Very concerned	
	1	2	3	4	5	6

I would expect that he/she will show sincere love and commitment to our relationship no matter what else may be going on.	Very unlikely				Very likely	
	1	2	3	4	5	6

You call a friend when there is something on your mind that you feel you really need to talk about.

How concerned or anxious would you be over whether or not your friend would want to listen?	Very unconcerned				Very concerned	
	1	2	3	4	5	6

I would expect that he/she would listen and support me.	Very unlikely				Very likely	
	1	2	3	4	5	6

Please provide some general information about yourself:

Age: _____

Gender (circle):   Female   Male

Education level:
         ___High School completed
         ___Undergraduate degree
         ___Advanced degree

Years of work experience: _____

If you had to describe the industry you have spent most of your career in, it would be?

_____

Thank you for taking the time to answer our survey. This is very important to us and we appreciate your time and effort.

# Appendix C

Rejection Sensitivity Scale

Instrument Title: Rejection Sensitivity RS-Adult questionnaire (A-RSQ)

Instrument Author: Berenson, K. R., Gyurak, A., Downey, G., Ayduk, O.,

                      Mogg, K., Bradley, B., & Pine, D.

Cite instrument as: Berenson, K. R., Gyurak, A., Downey, G., Ayduk, O.,

                      Mogg, K., Bradley, B., & Pine, D. . (2013) . Rejection

                      Sensitivity RS-Adult questionnaire (A-RSQ) .

                      Measurement Instrument Database for the Social

                      Science. Retrieved from www.midss.ie
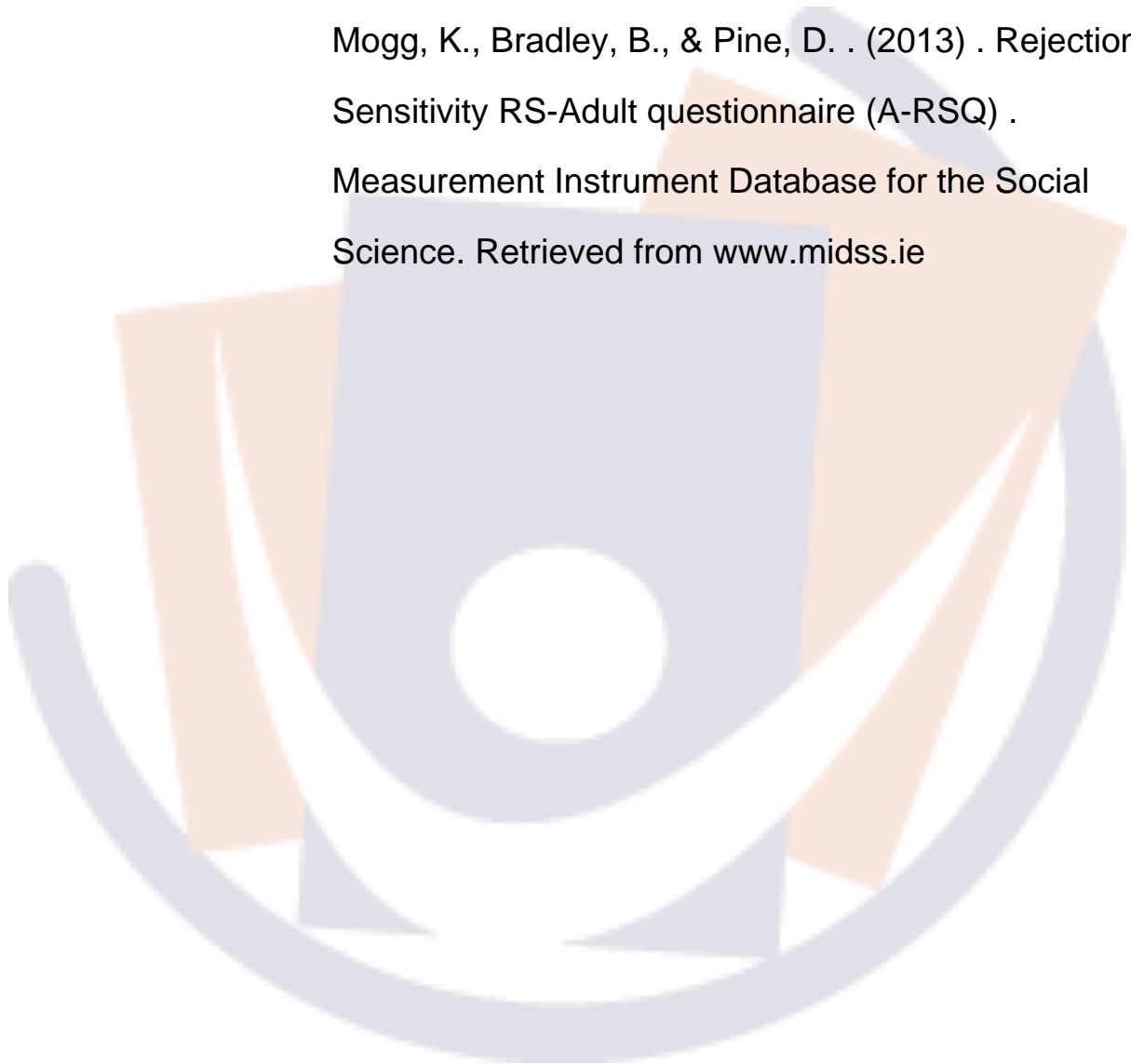
The items below describe situations in which people sometimes ask things of others.
For each item, **imagine that you are in the situation, and then answer the questions that follow it**.

1. You ask your parents or another family member for a loan to help you through a difficult financial time.

How concerned or anxious would you be over whether or not your family would want to help you?

very unconcerned   very concerned
1   2   3   4   5   6

I would expect that they would agree to help as much as they can.

very unlikely   very likely
1   2   3   4   5   6

2. You approach a close friend to talk after doing or saying something that seriously upset him/her.

How concerned or anxious would you be over whether or not your friend would want to talk with you?

very unconcerned   very concerned
1   2   3   4   5   6

I would expect that he/she would want to talk with me to try to work things out.

very unlikely   very likely
1   2   3   4   5   6

3. You bring up the issue of sexual protection with your significant other and tell him/her how important you think it is.

How concerned or anxious would you be over his/her reaction?

very unconcerned   very concerned
1   2   3   4   5   6

I would expect that he/she would be willing to discuss our possible options without getting defensive.

very unlikely   very likely
1   2   3   4   5   6

4. You ask your supervisor for help with a problem you have been having at work.

How concerned or anxious would you be over whether or not the person would want to help you?

very unconcerned   very concerned
1   2   3   4   5   6

I would expect that he/she would want to try to help me out.

very unlikely   very likely
1   2   3   4   5   6

5. After a bitter argument, you call or approach your significant other because you want to make up.

How concerned or anxious would you be over whether or not your significant other would want to make up with you?

very unconcerned   very concerned
1   2   3   4   5   6

I would expect that he/she would be at least as eager to make up as I would be.

very unlikely   very likely
1   2   3   4   5   6

6. You ask your parents or other family members to come to an occasion important to you.

How concerned or anxious would you be over whether or not they would want to come?

very unconcerned   very concerned
1   2   3   4   5   6

I would expect that they would want to come.

very unlikely   very likely
1   2   3   4   5   6

7. At a party, you notice someone on the other side of the room that you'd like to get to know, and you approach him or her to try to start a conversation.

How concerned or anxious would you be over whether or not the person would want to talk with you?

very unconcerned   very concerned
1   2   3   4   5   6

I would expect that he/she would want to talk with me.

very unlikely   very likely
1   2   3   4   5   6

8. Lately you've been noticing some distance between yourself and your significant other, and you ask him/her if there is something wrong.

How concerned or anxious would you be over whether or not he/she still loves you and wants to be with you?

very unconcerned   very concerned
1   2   3   4   5   6

I would expect that he/she will show sincere love and commitment to our relationship no matter what else may be going on.

very unlikely   very likely
1   2   3   4   5   6

9. You call a friend when there is something on your mind that you feel you really need to talk about.

How concerned or anxious would you be over whether or not your friend would want to listen?

very unconcerned   very concerned
1   2   3   4   5   6

I would expect that he/she would listen and support me.

very unlikely   very likely
1   2   3   4   5   6