

دراسات نقدية ٢

المهمة السابعة

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The Relationship Between Manager-Employee Perceptions of High-Performance Work Systems and Burnout: The Moderating Role of an Empowering Leadership Style

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بناءً على محتوى الرسالة ، يمكن القول إن المنهج البحثي المستخدم هو منهج كمي.

تم استخدام استبيانات لجمع البيانات من 66 زوجًا من المديرين والموظفين في منظمات هولندية من قطاعات متنوعة.

هذا النوع من المنهجية مناسب لدراسة العلاقة بين أنظمة العمل عالية الأداء (HPWS) والإرهاق، حيث يمكن تحليل البيانات إحصائيًا لتحديد العلاقات بين المتغيرات المختلفة.

مبررات اختيار المنهج الكمي:

1. جمع بيانات قابلة للقياس: تم قياس متغيرات مثل HPWS والإرهاق من خلال استبيانات معيارية، مما يسهل الحصول على بيانات قابلة للتحليل الكمي.
2. دراسة العلاقات: يهدف البحث إلى اختبار فرضيات تتعلق بالعلاقات بين المتغيرات، وهو ما يتطلب منهجًا كميًا لتطبيق التحليل الإحصائي.
3. تمثيل عينة واسعة: تم جمع البيانات من عدد كبير من المشاركين، مما يعزز إمكانية تعميم النتائج.

لذا، يمكن القول إن اختيار المنهج الكمي كان مناسبًا لموضوع الدراسة.

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further analysis, as numerous participants either did not complete the questionnaire or failed to fill in the (correct) linking code. Among the managers, 42 were male (63.6%) and 24 were female (36.4%) in this study. Their ages ranged from 25 to 66 years, with an average age of 44.53 years. As for the employees, 30 were male (45.5%) and 36 were female (54.5%). Their ages ranged from 17 to 62 years, with an average of 37.15 years. Additionally, within the employee group, 24.2% worked in commercial services, 30.3% in public services (education, government, and healthcare), 6.1% in production, and 39.4% selected the option 'other', meaning that they were not employed in the other sectors. Regarding educational attainment, 22.7% held a university degree, 43.9% completed studies at a university of applied science, 28.8% attained a high school diploma, and 4.5% completed secondary vocational education. On average, employees had 10.82 years of tenure in their current organization.

Design and Procedure

This cross-sectional study was part of a bigger research project of five master students (Human Resource Studies) who collectively studied the theme 'employee perceptions of HR practices'. Every student had their own specific topic, but the data collection was done together through convenience sampling among employees, managers, and coworkers. The specific topic of this study was to research the relationship between manager-rated HPWS, employee-rated HPWS, empowering leadership style, and burnout. Therefore, as said, the data of only the managers and employees were used in the further analysis and the data of the coworkers were not included.

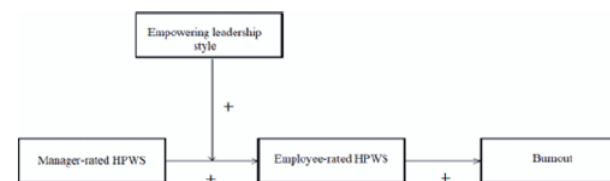
Nevertheless, to collect the total data for this research project, three quantitative surveys were created online via the platform 'Qualtrics'. There was one questionnaire for the manager, one for the employee, and one for the coworker. The questionnaires for the manager and coworker were shorter in time (five to ten minutes) than the employee questionnaire (ten to fifteen minutes), as the employee survey had more statements regarding other aspects (like

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See Figure 1 for the conceptual framework.

Figure 1

Conceptual framework



Methods

Population and Sample

In this study, the population was the Dutch workforce and the sample included managers and employees in the Netherlands. Various types of organizations and sectors were included in this research, with the goal to gain a sample that is as representative as possible. Furthermore, a power analysis was conducted with the statistical program G*Power (Faul et al., 2009), in order to calculate the minimum needed participants to have enough power. A medium effect size was chosen based on earlier research on the relationship between employee-rated HPWS and burnout (Gulza et al., 2014), leading to a minimum of 85 participants needed to have enough power (>80%). Every student in the master's thesis circle approached at least 25 triads of a manager, an employee, and a colleague. This means that at least 125 triads (participants) were approached to be part of the research project. This study specifically focused on the manager-employee relationship, which led to the exclusion of the colleague data. However, only 66 pairs of managers and employees provided usable data for

2. هل تم اختيار أدوات جمع البيانات بشكل مناسب (استبيانات، مقابلات، ملاحظة، إلخ)؟ يجب أن تكون الأدوات المختارة ملائمة لتحقيق الأهداف وجمع البيانات المطلوبة.



Chapter

نعم، تم اختيار أدوات جمع البيانات بشكل مناسب في الرسالة المرفقة.

تم استخدام الاستبيانات كأداة رئيسية لجمع البيانات من المديرين والموظفين.

مبررات اختيار الاستبيانات:

1. **توافق مع الأهداف البحثية:** الاستبيانات تسمح بجمع معلومات دقيقة حول (HPWS) perceptions of high-performance work systems والإرهاق، مما يتماشى مع أهداف الدراسة.

2. **سهولة التحليل:** يمكن تحليل البيانات المجمعة من الاستبيانات إحصائياً، مما يوفر نتائج قابلة للاستخدام في اختبار الفرضيات.

3. **تغطية شاملة:** تم تصميم الاستبيانات لتشمل مجموعة من الأسئلة المتعلقة بالمتغيرات المدروسة، مما يضمن جمع بيانات شاملة.

- الصفحة 14: تم توضيح تفاصيل استخدام الاستبيانات لجمع البيانات.

- الصفحات 15-16: تناقش تصميم الاستبيانات والعناصر التي تم قياسها.

لذا، يمكن اعتبار اختيار أدوات جمع البيانات (الاستبيانات) مناسباً للدراسة.

opportunity-enhancing HPWS there were fourteen statements (i.e., career-opportunities, participation, communication and information sharing, and job design). The manager needed to fill in how much HPWS they implemented and offered to the employee. An example statement was "I offer my employee coaching in developing their knowledge and skills" and all items had a 5-point Likert rating scale (1 = totally disagree; 5 = totally agree). Based on the initial PCA that separated the different components, too many items needed to be deleted for this study. Since all HR practices are part of one HR bundle, it was therefore chosen to force all practices into one component (the HPWS system). Subsequently, the items that had a loading of less than .300 on either the manager-rated HPWS or the employee-rated HPWS component were deleted (Appendix IIa). In the end, a total of eight items were deleted from both the manager-rated HPWS and the employee-rated HPWS scales. Four items that fell under the motivation-enhancing HPWS were deleted (one from performance management and three from rewards). In addition, four items falling under opportunity-enhancing HPWS were deleted (one on career opportunities, two on job design, and one on participation).

Subsequently, for further analyses the remaining items were aggregated into the manager-rated scale and mean scores were used. The manager-rated HPWS scale was reliable ($\alpha = .868$) (Cortina, 1993).

Employee-Rated HPWS

Employee-rated HPWS was measured on the same descriptive 26-item scale as manager-rated HPWS (Van Beurden et al., 2018) (Appendix Ib). However, the employee statements were phrased slightly differently. The employee needed to indicate how much HPWS they experienced. An example statement for the employee was "I receive coaching in developing my knowledge and skills". There was also a 5-point Likert rating scale to answer (1 = totally disagree; 5 = totally agree) and the mean scores were used in further analysis. Same as with the manager rated HPWS scale, this scale was also forced into one component

demographical information). Second, random pairing codes, which the supervisor of the thesis circle created, were divided among the various triads. These codes were made to ensure anonymity and to link the managers, employees, and colleagues. Furthermore, ethical approval was given by the ethical board of Tilburg School of Social and Behavioral Sciences.

After these steps were completed, the invitation e-mail to the managers, employees, and coworkers was sent. This e-mail included a letter with information about anonymity and voluntary participation. Furthermore, the correct survey link and the correct pairing code (which the participants needed to fill in before starting the survey) were also included. Both the survey and the e-mail information were in Dutch, as this research was conducted among Dutch employees in the Netherlands. Data collection was done in the period between the 14th of September and the 1st of November. If necessary, a reminder was sent after three weeks.

Measurement Instruments

The construct validity of the variables was measured by doing a principal component analysis (PCA), with a VARIMAX rotation in SPSS. Components were based on Eigenvalues that were above 1. Items that did not have enough loading ($>.300$) on the right component were deleted from the analysis. Furthermore, by checking Cronbach's alpha, a reliability analysis was done. When the alpha of a scale was higher than .70, the scale could be seen as reliable (Cortina, 1993).

Manager-Rated HPWS

Manager-rated HPWS was measured with a descriptive scale based on Van Beurden et al. (2018). Mainly, these HPWS scales were based on ability-, motivation-, and opportunity-enhancing HR bundles (Appelbaum et al., 2000). This scale was also based on these three bundles and contained 26 items (Appendix Ia). First, for *ability-enhancing HPWS*, there were three statements (i.e., employee development). Second, for *motivation-enhancing HPWS*, there were nine statements (i.e., performance management and rewards). Third, for

further analysis, as numerous participants either did not complete the questionnaire or failed to fill in the (correct) linking code. Among the managers, 42 were male (63.6%) and 24 were female (36.4%) in this study. Their ages ranged from 25 to 66 years, with an average age of 44.53 years. As for the employees, 30 were male (45.5%) and 36 were female (54.5%). Their ages ranged from 17 to 62 years, with an average of 37.15 years. Additionally, within the employee group, 24.2% worked in commercial services, 30.3% in public services (education, government, and healthcare), 6.1% in production, and 39.4% selected the option 'other', meaning that they were not employed in the other sectors. Regarding educational attainment, 22.7% held a university degree, 43.9% completed studies at a university of applied science, 28.8% attained a high school diploma, and 4.5% completed secondary vocational education. On average, employees had 10.82 years of tenure in their current organization.

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نعم، كانت هناك تفاصيل واضحة عن مجتمع الدراسة والعينة وأدوات جمع البيانات والأساليب الإحصائية المستخدمة.

1. وصف مجتمع الدراسة والعينة:

- تم تحديد مجتمع الدراسة على أنه القوى العاملة الهولندية، وتمت الإشارة إلى أن العينة شملت 66 زوجًا من المديرين والموظفين من منظمات في قطاعات متنوعة.
- الصفحة 14: تحتوي على معلومات حول العينة وتوزيع المشاركين من حيث الجنس والعمر والقطاع.

2. أدوات جمع البيانات:

- تم استخدام الاستبيانات كأداة رئيسية لجمع البيانات. تم توضيح تفاصيل الاستبيانات المستخدمة لجمع بيانات المديرين والموظفين.
- الصفحات 15-16: توضح تصميم الاستبيانات والأسئلة التي تم تضمينها.

3. الأساليب الإحصائية:

- تم استخدام برنامج SPSS لتحليل البيانات، وتم ذكر استخدام تحليل الانحدار المتعدد لاختبار الفرضيات.
- الصفحة 19: تتضمن تفاصيل حول الأساليب الإحصائية المستخدمة، بما في ذلك اختبار العلاقات بين المتغيرات.

3. هل اعتمد الباحث على مصادر موثوقة ومراجعة علمياً؟ يجب أن يكون الباحث قد استند إلى أبحاث علمية منشورة ومصادر موثوقة وليس مصادر غير معتمدة أو غير مرجعية.

Results

Descriptive Statistics

First, the descriptive statistics (including the means, standard deviations, and correlations) were calculated for the various variables and can be found in Table 1. There was a positive significant correlation found between manager-rated HPWS (m-HPWS) and age ($r = .364, p < .01$). Furthermore, there was also a positive significant correlation between employee-rated HPWS (e-HPWS) and m-HPWS ($r = .338, p < .01$). Finally, a positive significant relationship was found between e-HPWS and empowering leadership style ($r = .344, p < .01$).

Table 1.

Means, Standard Deviations, and Correlations

	<i>M</i>	<i>SD</i>	1.	2.	3.	4.	5.
1. Age	37.15	14.45					
2. Gender	1.55	.50	.175				
3. m-HPWS	4.60	.66	.364**	-.031			
4. e-HPWS	3.42	.56	-.024	-.030	.338**		
5. Empowering leadership	4.87	1.19	-.048	-.236	.136	.344**	
6. Burnout	2.93	1.11	-.004	-.139	-.095	-.130	-.091

Note. $N = 66$. * $p < .05$. ** $p < .01$. (two-tailed tests).

Hypotheses Testing

The first hypothesis expected a positive relationship between employee-rated HPWS and burnout. This hypothesis cannot be confirmed, as the relationship between employee-rated HPWS and burnout is not significant ($\beta = -.211, t = -.783, p = .437$). Second, the next hypothesis stated that manager-rated HPWS would be positively related to employee-rated

نعم، كانت العينة مناسبة من حيث الحجم لتفصيل الدراسة وتم الإشارة إلى أنه تم جمع بيانات من 66 زوجًا من المديرين والموظفين، وهو عدد يعتبر كافيًا لتحليل العلاقات بين المتغيرات المدروسة.

مبررات ملائمة حجم العينة:

1. تحليل إحصائي موثوق: تم إجراء تحليل القوة (power analysis) لتحديد الحد الأدنى من المشاركين المطلوبين، مما يشير إلى أن العدد كان كافيًا لتحقيق نتائج موثوقة.

2. توزيع متنوع: العينة شملت موظفين من قطاعات متعددة، مما يعزز إمكانية تعميم النتائج.

- الصفحة 14: تحتوي على تفاصيل حول حجم العينة والاعتبارات المتعلقة به.

بالتالي، يمكن القول إن حجم العينة كان مناسبًا لتفاصيل الدراسة.

نعم، كانت خصائص العينة تناسب موضوع الرسالة. العينة تضمنت مديرين وموظفين من مختلف القطاعات في هولندا، مما يوفر تنوعًا ضروريًا لدراسة العلاقة بين أنظمة العمل عالية الأداء (HPWS) والإرهاق.

مبررات مناسبة لخصائص العينة:

1. تنوع القطاعات: شملت العينة موظفين من قطاعات مثل الخدمات التجارية، والخدمات العامة، والإنتاج، مما يعكس مجموعة متنوعة من البيئات العملية.
2. توزيع الجنس والعمر: كان هناك توازن نسبي بين الذكور والإناث في العينة، وكذلك تنوع في الأعمار، مما يساهم في دقة النتائج.

- الصفحة 14: تحتوي على تفاصيل حول خصائص العينة، بما في ذلك التوزيع العمري والجنس والقطاعات المختلفة.

لذا، يمكن القول إن خصائص العينة كانت مناسبة لموضوع الرسالة.

6. عند استخدام برامج إحصائية (مثل SPSS، R ، أو غيرها)، هل تم توضيح كيفية استخدام هذه البرامج وما هي الاختبارات الإحصائية التي تم استخدامها؟ يجب أن يكون التحليل الإحصائي دقيقاً ومتوافقاً مع الأهداف.



نعم، تم توضيح كيفية استخدام البرامج الإحصائية في الرسالة، بالإضافة إلى الاختبارات الإحصائية التي تم استخدامها.

توضيحات حول استخدام البرامج الإحصائية:

- تم استخدام برنامج SPSS لتحليل البيانات.
- تم ذكر أن البرنامج تم استخدامه لإجراء تحليل الانحدار المتعدد لاختبار الفرضيات المختلفة.

الاختبارات الإحصائية المستخدمة:

- تم استخدام تحليل الانحدار المتعدد لفحص العلاقات بين المتغيرات مثل HPWS والإرهاق، بالإضافة إلى تحليل العلاقة بين تقييمات المديرين والموظفين.
- الصفحة 19: تحتوي على تفاصيل حول الأساليب الإحصائية المستخدمة، بما في ذلك استخدام SPSS والاختبارات الإحصائية.

بالتالي، كان هناك توضيح كافٍ حول استخدام البرامج الإحصائية والاختبارات الإحصائية المطبقة في الدراسة.

Eck, Y. J. v., & Eck, Y. J. v. (2024). *The relationship between manager-employee perceptions of high-performance work systems and burnout: the moderating role of an empowering leadership style* Tilburg University. Human Resource Studies]. WorldCat.
<http://arno.uvt.nl/show.cgi?fid=166334>



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