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## **HIGH INVOLVEMENT MANAGEMENT, ROLE EMPOWERMENT & WELL-BEING**

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# **HIGH INVOLVEMENT MANAGEMENT**

- **Role Involvement Management**
- **Contextual Involvement Management**
- **Employee Voice**
- **Motivational Supports**

# WELL-BEING

## **Warr's concept of job-related well-being**

- **Job satisfaction - Dissatisfaction**
- **Contentment - Anxiety**
- **Enthusiasm - Depression**

# HYPOTHESES

## Main hypotheses

- **Connect types of involvement positively to well-being**
- **Key motivational supports also positively linked to well-being**
- **Some moderated relationships**

# THE STUDY

- **Aim: To test the hypotheses**
- **Uses both Management and Employee Data**
- **Multi-level analysis to allow for the non-independence of the employee data from the Management data**

# TESTING THE HYPOTHESES

- **Data at the workplace and employee level**
- **Employees are nested within workplaces**
- **The nesting implies observations at the employee level are not independent observations**
- **Analysis uses weighted multi-level regression analysis (with MLwin)**

# THE MODEL

$$\text{Well-being}_{ij} \sim N(XB, \Omega)$$

$$\text{Well-being}_{ij} = \beta_{0ij} + \sum_k \beta_k X_{kij} + \sum_l \beta_l X_{lj}$$

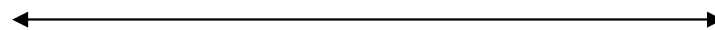
$$\beta_{0ij} = \beta_0 + u_{0j} + e_{0ij}$$

$$[u_{0j}] \sim N(0, \sigma_u^2)$$

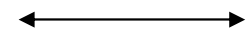
$$[e_{0ij}] \sim N(0, \sigma_e^2)$$

We can rewrite:

$$\text{Well-being}_{ij} = \beta_0 + \sum_k \beta_k X_{kij} + \sum_l \beta_l X_{lj} + u_{0j} + e_{0ij}$$



fixed



random

# RESULTS

- **Role involvement management, and informative management and supportive management associated with job satisfaction and well-being**
- **Contextual involvement management is unrelated to job satisfaction and significantly negatively associated with anxiety-contentment**
- **No evidence for hypotheses entailing motivational supports or moderated relationships**
- **Consultative management is associated only with job satisfaction**
- **Job security guarantees are related only to anxiety-contentment**

# **CONCLUSIONS: HIGH INVOLVEMENT MANAGEMENT**

- **Role involvement management, contextual involvement management and voice are related to well-being in different ways**
- **Findings reinforce the need to treat the two types of high involvement management as discrete**
- **Contextual involvement management entails pressures to improve employees' performance, raises concerns amongst them about their competencies and job security**

# CONCLUSIONS: VOICE

- **Lack of support for any of the theories involving payment systems or shared capitalism**
- **The insignificance of trade unions, especially given the significance of consultative management, is also important**
- **The positive role that informative management and supportive management have reinforces the importance of transformational leadership**