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THESIS WORK

**«Effects of HRM practices on employee job burnout: mediation models: The case
of “DOC Co.LTD” employees»**

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Abbreviations

HRM – Human Resource Management

SME - small and medium-sized enterprises

SPSS - Statistical Package for the Social Sciences

LTD - Private Company Limited by Shares

AC – Affective commitment

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Abstract

The purpose of the research paper is to recognize the significance of HRM practices with mediator Affective commitment and their influence on employee job burnout among the factory workers. This paper was examined on five variables as Job autonomy, Training and development, Job security, Affective commitment and Job burnout. This study took a quantitative method in order to accomplish this goal. A convenient sampling was used, and a survey questionnaire with five - point likert scale, closed-ended questions was formed. Employees were given 52 questionnaires, and 41 valid responses were received.

The Statistical Package for the Social Sciences was used to analyze the data (SPSS). Regression and Correlation test techniques were used to determine the results. The study's most important results suggest a significantly negative relationship between HRM practices and employee job burnout. The findings of this research may be very useful for Factory companies in order to reduce job burnout among their employees and promoting that significant contribution to the organization's success as well as the employee's personal success.

Chapter I

1. Introduction

Businesses have begun to strain to compete as a result of advances and improvements in information and communication technology. Managers and researchers started to recognize the significance of human resources in gaining a competitive edge during this time period. Human resources management strategies used by firms to obtain a competitive advantage can be a significant input in the context of these dynamic changes, allowing for greater employee health in both physical and mental aspects, which is considered a strategic resource. Human resources procedures, on the other hand, contribute to employees' productive and efficient work. Workers who are dissatisfied with their company's ability to meet its demands and expectations will have a negative attitude toward the company.

As a side effect, employees' health and wellbeing will suffer. As a result, properly implemented human resource practices have the potential to raise employees' sense of fairness while decreasing exhaustion. Burnout, according to Maslach and Jackson, is defined as psychological emotional exhaustion and depersonalization, both of which are common in business. [Lambert, 2010] Job burnout is marked by emotional distress, depersonalization, and a loss of personal acceptance. According to Leiter and Maslach (2005), the following are the fundamental characteristics of burnout: Burnout is a loss of time and effort: the person is always overwhelmed, exhausted, and stressed. Burnout is characterized by a loss of enthusiasm: previous ideals of the individual are abandoned and replaced by cynicism. Burnout is characterized by a loss of confidence: a person who perceives himself or herself to be worthless.

The term "job burnout" described a long-standing social problem with numerous different terms based on the era, scholars, nations, and languages (Schaufeli et al., 2009). Job burnout is a condition caused by a sustained sensitivity to stress at work. It comes at a high cost to both the management and the workers.

The first indicator of burnout, according to Freudenberger, is when an employee works harder and longer but his or her accomplishment appears to be diminishing.

Burnout has been related to a number of negative working outcomes. For example, "disengagement" (Bakker et al., 2003; Borritz et al., 2006), "turnover" (Maslach, 2006; Maslach and Leiter, 2016b; Wright and Cropanzano, 1998), "work attitudes" (Moore, 2000), and "job performance" have all been connected to burnout (Halbesleben and Buckley, 2004; Keijsers et al., 1995; Wright and Bonett, 1997).

1.1 Problem Statement

Staff turnover and job burnout are the most serious issues in Kazakhstan's labor sector. These trends may be seen across the board in the job market. Employees aren't the only ones that suffer from burnout. It also generates occupational stress and issues. Employers and supervisors who have stressed, burned-out staff may see more turnover and absenteeism, lower productivity, and a less fulfilling work environment.

Although depression is commonly discussed in the context of factory employees, it is one of the world's most important problems. Factory workers have long hours in a limited space.

Factory workers deal with pressures and conditions the average office worker would not. These people are putting our everyday items together. Job stress has a significant effect on mental health for factory workers. "DOC CO LTD" company is the first manufacturer of cartridges in the territory of the Republic of Kazakhstan.

The “DOC Co.LTD” company was founded in 2004, by Murat Rakhimzhanov. In 2017 the company in a short time made a big results and build a factory with space 3400 sq.m in Almaty. Currently company exports to countries such us Russia, Belarus and soon will ship to the United States.

1.2 Significance of Research

Because hard workers are an important part of the community, the findings of this study will benefit society. Attempting along this line of thought, it is critical to identify factors influencing employee job burnout, whether positive or negative. The following parties are expected to find this study useful:

i. For country

First and foremost, this paper should benefit the country as a group of high achievers are essential to the success of the country. Motivated employees are more likely than unmotivated employees to facilitate the realization of a competitive professional.

ii. For HR managers

The study could help HR managers keep or improve the performance of their current highly skilled workforce. Supervisors can also provide helpful advice depending on their qualifications. There will be continual improvement, which will benefit any organization's image, because high performers will demand effective extrinsic incentives, and vice versa.

iii. To the employees

Workers should be the primary beneficiaries of the research. They can value it because they will be fairly compensated for their productive labor as a result of the

degree of financial incentives' influence on their performance. Extrinsic incentives will greatly motivate them if they are willing to be highly paid and ambitious.

1.3 Research Questions

The following research questions led the study:

- Is there any relationship between HRM practices to employee job burnout in the DOC.Co LTD?
- Is there any relationship between HRM practices to affective commitment in the DOC.Co LTD?
- Is there any relationship between Affective commitment and employee job burnout in the DOC.Co LTD?

1.4 Research Objective

The primary goal of this study is to look into the effects of HRM practices on employee job burnout among "DOC.Co LTD" employees. The following objectives are established based on the research questions:

- 1) To identify whether HRM practices have an effect on employee's job burnout at "DOC.Co LTD".
- 2) To identify whether HRM practices have an effect on affective commitment at "DOC.Co LTD".
- 3) To identify whether affective commitment have an effect on employee's job burnout at "DOC.Co LTD".

Chapter II

1. Literature Review

2.1 Introduction

This chapter gives an overview of previous research in this region. The second chapter will look at studies that are relevant to the first chapter's study topics and aims. The first portion begins with a thorough introduction to background theories and a definition of employee job burnout. The second section of the chapter goes into detail about Job security, job autonomy, training, and development are all examples of human resource management techniques, as well as their links to affective commitment and job burnout. Finally, the hypothesis for the third portion shall be provided and clarified.

The primary purpose of this research is to look into the effects of HRM practices and employee job burnout, as well as the connection between them affective commitment and job burnout among "DOC Co.LTD" employees. There is a chapter summary.

2.2 Job security

Job security, according to Herzberg (1968), relates to an organization's ability to retain its employees and ability to offer employees with stable employment. Job security is defined as the possibility of a person staying on the job for a long a time frame (Delery & Doty, 1996). Researchr have recognized one of the most important factors to consider is job security significant human resource management techniques (Pfeffer, 1995), demonstrating a company's dedication to its employees, and there is evidence that employment stability improves employee commitment to the company (Wong, Ngo, & Wong, 2002; Chang & Chen, 2002; Meyer & Smith, 2000).

Work security is a crucial contributing factor in employee job burnout in both public and private organizations, according to Samuel and Chipunza (2009). There is considerable evidence of a link between job stability and burnout, therefore it minimizes employee job burnout, according to them. There appears to be a considerable inverse association between job burnout and job security, according to some empirical findings (Batt & Valcour, 2003; Cotton & Tuttle, 1986; Shaw et al., 1998; Cotton & Tuttle, 1986).

2.3 Job autonomy

Job autonomy, according to Price (1997), is an individual's capacity to choose organizational goals and construct the organization to best serve professional interests. Job autonomy, to put it another way refers to an employee's ability to complete his or her own work or have under command of parts of the job such as task diversity, scheduling, and work practices. (Iverson, 1996). Employees are less likely to depart if they believe they have influence over their work (Iverson, 1999).

According to new research, workers who have more job autonomy had a lower likelihood of abandoning their current job and burning out (Batt & Valcour, 2003). Job autonomy, according to popular perception, reduces job burnout by improving job satisfaction (Price, 2001).

2.4 Training & Development

In the subject of human resource management, training and development has been acknowledged as one of the most significant components of human resource practices. Training and development is a human resource technique that, when properly structured and implemented, can give firms a competitive advantage (Schuler & MacMillan, 1984). This component has only recently been incorporated into the high-performance HRM practices of the companies (Huselid, 1995; MacDuffie,

1995). In general, firms with superior training and development programs are thought to have reduced employee job burnout.

However, other experts feel that employee development and training may actually exacerbate job stress by motivating staff desirable to other companies (Haines, et al., 2010).

According to this point of view, there was no discernible link between staff training and productivity, according to the study and job burnout, as well as no evidence of a job burnout lowering effect in three different firms (telecommunications, manufacturing plants, and transportation organizations) (Lincoln and Kalleberg, 1996; Shaw et al., 1998; Batt et al., 2002).

2.5 Affective commitment

Allen and Meyer (1990) define organizational commitment as a psychological relationship that a person has to their employer. It can take many various forms. According to Allen et al., the study's theoretical explanation is that HRM procedures have a positive impact on workers' emotional commitment, which decreases their desire to quit the company (2003). Affective commitment is more strongly and significantly associated with good work behaviors as a result of HRM practices than some other forms of organizational commitment. (Meyer & Allen, 1997).

Hypotheses

H1: Human Resource Management Practices :Job security, , Job autonomy, Training & development have a negative and significant relationship to Job burnout.

H2: HRM Practices have a positive and significant relationship to Affective Commitment.

H3: Affective Commitment has a negative and significant relationship to Job burnout.

H4: AC mediates the relationship between HRM Practices and Job burnout

2.6 Chapter summary

This chapter has reviewed relevant material on the previous scholar's research of HRM practices on job burnout that has been studied by previous scholars. More information on the effects of HRM methods on employee job burnout in Kazakhstani factories, notably at the "DOC Co.LTD" factory, will be gained through research in this field.

Chapter III

2. Research methodology

3.1 Research Design

This research is for a quantitative study that will use a questionnaire to collect data and the SPSS statistical approach to analyze the results.

Based on the study's goal, correlational research design is judged to be an appropriate design. When independent variables are not changed by researchers, correlational design can be used (Creswell, 2008). As a result, correlational research is used to study the correlations between independent and dependent variables.

Aside from correlational statistics, which are employed in correlational studies to analyze and explain the degree of relationships between variables, the variables are not controlled in the same way that they are in an experiment (Kerlinger, 1970).

3.2 Data collection

This study relied on primary data acquired through questionnaires. Primary data, according to Ochola (2007), is information gathered the researcher directly for the purpose of the study. The questionnaire was designed in accordance with the study's objectives. Employees agreed to the terms of confidentiality. Because this study is quantitative, data was collected using self-administered questionnaires, which is one of the most common procedures in this field of study.

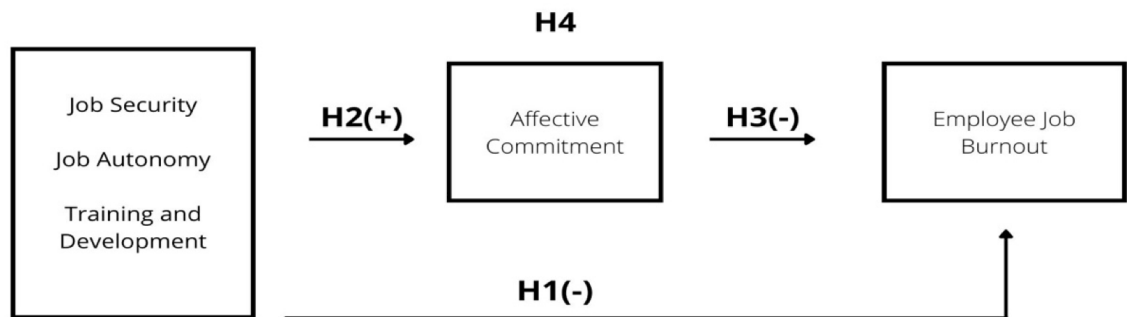
Researcher sorted and classified all of the questions. Researchers read the instrument to confirm and ensure that the content was clear and complete. The questionnaires were then sent out to begin the data collection process. Primary data

was used in this investigation. Questionnaires were used to gather information. Questionnaires were created and designed specifically for this study. Employees agreed to the terms of confidentiality.

As a result, the analyst was able to obtain critical information from the responders in a clear manner. Researcher distributed the surveys, which were chosen on the day they were completed.

3.3 Research Model

Figure 1: Research Model



Source: computed by the author.

3.4 The Research Instruments

One set of surveys was created specifically for the DOC.Co LTD employees (Appendix-1). The questionnaires used in this study are similar to those used in earlier studies. The entire industrial department is the study's target population. The purpose of the survey was to assess the degree of HRM practices. A standard questionnaire was utilized in this study to acquire all of the essential information from the selected respondents. The following is an explanation of the questionnaire.

There are two parts to the questionnaire. The first section of the questionnaire asks for general information including gender, marital status, age, and educational background. HRM strategies such as job autonomy, affective commitment, job security, job burnout, and training and development are covered in the second section.

3.5 Measurements

For the study, a Russian-language survey questionnaire was created. The survey instrument was made up of two parts: a questionnaire and secret information on employee performance. Participants were asked to rate their level of agreement on a scale of strongly disagree to strongly agree, with values ranging from 1 to 5. The survey questionnaire may be found at the bottom of this page.

The questionnaire is divided into two sections: demographic information about the respondents and questions concerning Human resource management practices. The questionnaire's second portion aims to provide the measures for three independent variables: job security, job autonomy, training and development. The average of five relevant questions was calculated to reflect the measurement of job burnout. For HRM practices evaluation, an average of six acceptable questions were disclosed.

3.6 Data Preparation for Data Analysis

3.6.1 Data Coding

Following the completion of data collection via surveys, data preparation is necessary to transfer the information from the questionnaires to a computer-readable format. According to Lacobucci and Churchill (2010) and Hair et al. (2009), the data preparation process aims to ensure that the basic data is accurate and complete, as well as to ensure that there are no problems in the data such as non-normal distribution, outliers, coding errors, missing values, and any data entry errors. According to Hair et al. (2006), the aforementioned process consists of multiple processes, beginning with data editing and coding, followed by data entry, mistake detection, and data cleaning and screening.

3.6.2 Data Editing

Data editing is the process of verifying raw data for errors such as missing data or blank pages in surveys. This step is important for data analysis since it ensures that the raw data acquired via questionnaire meets the required requirements. Once the data has been gathered, editing is performed to discover any omissions or errors that need to be corrected or to ensure that minimal data quality criteria have been met (Hair et al., 2006). The data must next be entered into statistical software, with labels and variables defined for each item. For the first time in this investigation, SPSS software was used. To preserve the privacy of participants, data was kept secret during the data gathering procedure. Researcher also explained the confidentiality of the questionnaire to all respondents by detailing the data gathering method throughout the distribution of the questionnaire. In addition, envelopes are supplied to

ensure survey anonymity, and each employee is instructed to place the questionnaire inside the envelope and seal it, then send it on to their manager.

3.7 Ethical issues

During the process of data collection, data was kept confidential to protect the privacy of participants. Through the distributing questionnaire, researcher also explained the confidentiality of the questionnaire to all respondents by clarifying the process of data collection. In addition, to make the confidentiality of questionnaire, the envelopes is provided and asked each employee to put the questionnaire inside the envelope and stick it, then pass it to their manager.

Chapter IV

3. Data analysis and Findings

4.1 Introduction

The data analysis, conclusions, and interpretation are all presented in this chapter. The demographic information of the respondents is presented in this chapter, as well as data analysis based on the study's research objectives. A case study of DOC Co.LTD in Kazakhstan is used to examine the impact of HRM practices on employee job burnout as a mediator affective commitment. The most appropriate analytical tool is chosen based on the available data and research objectives.

4.2 Demographic Analysis of Respondent

SPSS version 18 was used to compile the descriptive and demographic information of managers and employees in this part. The descriptive analysis findings indicate the characteristics of (a) Gender, (b) Marital Status, (c) Age, and (d) Level of Education, (e) Work Duration, and (f) Job Level, which show the profile of managers.

4.2.1 Gender of Respondent

Females made up 17.2 percent of the respondents in this survey, while men made up 82.8 percent. These findings indicated that male workers outnumber female employees at the factory. Only 13.8 percent of those polled were married, with 61.6 percent being single, 24.6 percent divorced, and 61.6 percent being single.

Figure 2 Gender of respondent

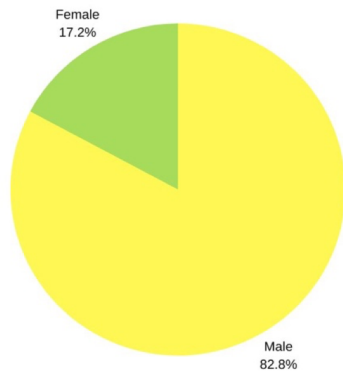
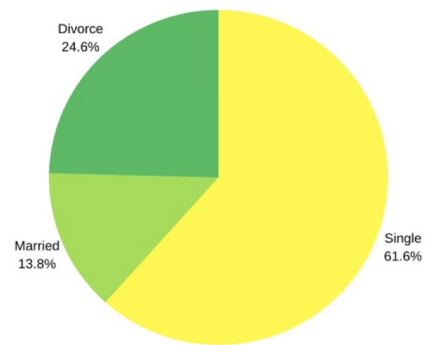


Figure 3 Marital status of respondent

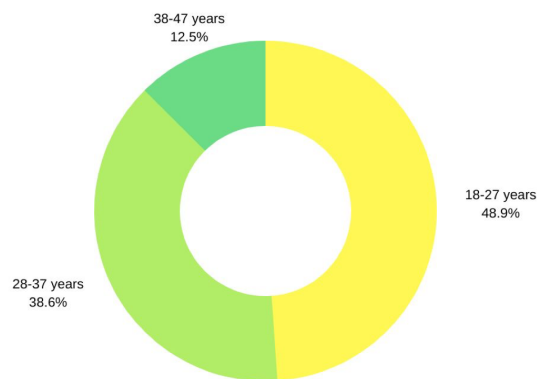


Source: computed by the author.

4.2.2 Respondent Age

By the results showed that 48.9% of respondents were between 18-27 years forming the big volume of the working class in DOC Co.LTD. The 38.6% were employees between 28-37 years and the smallest size of respondents between 38- 47 years were 12.5%.

Figure 4 Age bracket

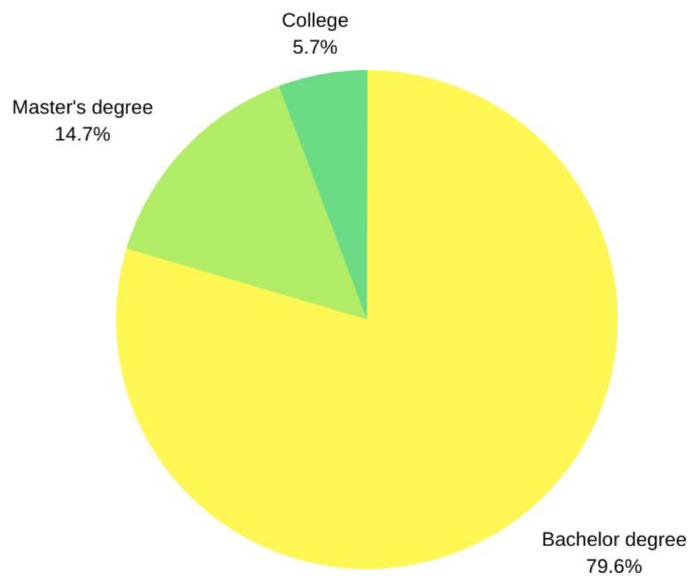


Source: computed by the author.

4.2.3 Respondents Level of education

The results showed the highest level of education were 79.6% of respondents have a Bachelors degree, 14.7% of employees have Master's degree, and 5.7% were college graduates.

Figure 5 Level of education



Source: computed by the author.

4.2.4 Respondents job levels

On the job levels of respondents were 57,3% of simple workers, including Managers were 14.3% and remaining 28.4% of assistant managers

Figure 6 Job level

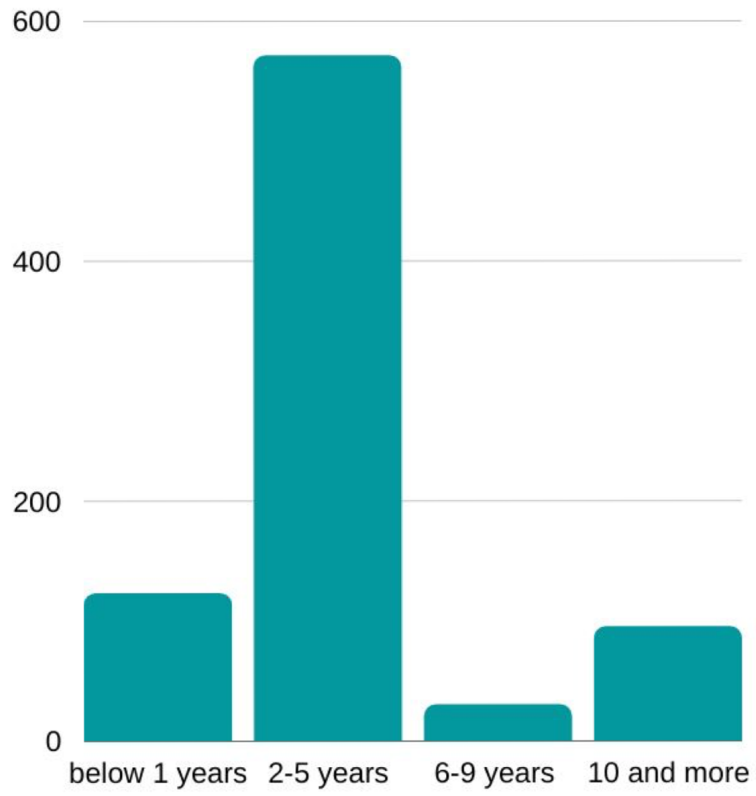


Source: computed by the author.

4.2.5 Duration of worked employees

Result of study shows that the large part of respondents had worked for 2-5 years which in percentage 57.2%, below 1 year worked employees were 23.8% and 9,5% had worked for 6-9 years and 10 years and more.

Figure 7: Duration of work



Source: computed by author

Table 1: Mean, Standard deviation, Correlation Coefficient, & Cronbach Alpha.

Constructs	Mean	SD	1	2	3	4	5
Job Security (1)	3.89	1.45	(.714)				
Job Autonomy (2)	3.50	1.42	.345**	(.776)			
Training and Development (3)	3.29	1.47	.284**	.275**	(.880)		
Affective Commitment (4)	4.59	1.56	.328**	.186**	.217**	(.879)	
Job Burnout (5)	3.46	1.58	- .355**	- .318**	- .316**	- .437**	(.920)

Note: *p<.05; **p<.01;

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

Source: computed by the author.

4.7 Hypothesis Testing

Table 2:Regression results for Hypothesis 1

Variables	Standardized Coefficient b value	t-value	Significant level
Job security	-.108	-2.000	0.46
Job autonomy	-.0.99	-1.926	0.55
Training and Development	-0.47	-.885	.377
R²	.335		
Adj. R²	.321		
F-value	25.93**		

Source: computed by the author.

HRM practices were regressed on employee work exhaustion to test hypothesis 1. Table 2 shows the regression findings for the association between several elements of HRM practices and work burnout. It demonstrates that job stability is extremely important and has a negative relationship with job burnout. However, it is worth noting that job security ($=-.108, p.05$) was shown to have the most detrimental impact on job burnout. Job autonomy and training & development, the other two HRM strategies, were statistically insignificant but inversely associated to job burnout.

All of these HRM practice factors explained 33.5 percent of the overall variance in work burnout, and the regression model is significant at the.000 level ($F=25.93, P.001$). As a result, hypothesis 1 receives some support.

Table 3:Regression results for Hypothesis 2

Variables	Standardized Coefficient b value	t-value	Significant level
Job security	.203**	3.323	.001
Job autonomy	.010	0.182	.856
Training and Development	.033	0.561	.575
R²	.177		
Adj. R²	.160		
F-value	11.02**		

Source: computed by the author.

HRM activities were regressed on to emotional commitment to test hypothesis 2. The regression findings of this study are shown in Table 3. Table 3 shows that emotional commitment is positively connected to all elements of HRM practices studied in this study. Job security ($=.203$, $p.01$) was the only factor that was shown to be statistically significant.

HRM practices can explain 17.7% of the overall variation in emotional commitment, according to a detailed examination. At.000 levels, the model is substantial. As a result, hypothesis 2 is somewhat validated as well.

Table 4:Regression results for Hypothesis 3

Variables	Standardized Coefficient b value	t-value	Significant level
AC	-.442	-8.97	.000
R ²	.203		
Adj. R ²	.201		
F-value	80.51		

Source: computed by the author.

AC was regressed on to work burnout to evaluate the link between emotional commitment and job burnout (hypothesis 3). The regression findings for evaluating this hypothesis are summarized in Table 4. Table 4 shows that AC (= -.442, p.001) is associated to job burnout in a negative and significant way.

Table 4 further shows that air conditioning alone can account for 20.3 percent of the difference in work burnout. At .000 levels, the model is quite significant. As a result, hypothesis 3 is completely validated.

Table 5:Regression results for Hypothesis 4

Variables	Job Burnout (Without Affective Commitment)	Job burnout (With Affective Commitment)
JS	-.109*	-.054 Full mediation
AC	-----	-.269**
R ²	.334	.394

Adj. R ²	.321	.380
F-value	25.91	28.65

Source: computed by the author.

A four-step technique described by Baron and Kenny (1986) was used to examine the mediation impact of emotional commitment on HRM practices and work burnout connection (Hypothesis 4). Table 5 summarizes the regression findings in order to determine if AC has a mediation impact on the link between human resource management strategies and turnover intention. Table 5 shows that HRM practice for job security was able to satisfy the prerequisites for mediation as proposed by Baron and Kenny (1986).

Surprisingly, the effects of job security on job burnout ($=-.054, p>.05$) became statistically negligible. This means that the third variable, in this case AC, fully mediates the association between job security and work burnout. As a result, hypothesis 4 is completely supported.

Chapter V

4. Discussion and Conclusion

5.1 Introduction

This summary of findings has discussed the significance of HRM practices with mediator Affective commitment and their influence on employee job burnout among the factory workers. This paper was examined on five variables as Job autonomy, Training and development, Job security, Affective commitment and Job burnout. Also, some limitations and implications of the paper were provided.

According to the statistical findings of this study, industrial workers' opinions of human resource management methods, namely job security, are adversely and significantly associated to job burnout. According to the findings, these HRM techniques are also positively correlated with employees' emotional commitment, and this commitment is negatively and significantly related to employees' job burnout. Other aspects of HRM practices such as job autonomy and training & development, on the other hand, became statistically irrelevant, while being adversely associated to employee job fatigue. As a consequence of the findings, factory workers value job security, and DOC Co.LTD should pay much more attention to this aspect of HRM practices in order to keep their plant's potential.

The study found that factory workers of job autonomy ($=-.15, p>.01$) have a negative and substantial impact on job burnout. This suggests that the smaller the intention of job burnout among workers, the better their views of job autonomy are. However, as compared to other human resource practices included in this study, such as job stability, the strength of the relationship was a bit weaker. This study's findings were consistent with the previous studies suggesting that employees who have more job autonomy at work had less job burnout (Batt & Valcour, 2003).

Employees that have a good attitude toward the company are more likely to stay loyal and engaged, resulting in less work burnout. According to social exchange (Blau, 1964) and the norm of reciprocity, positive perceptions of an organization's human resource management practices are bound to create an obligation for employees to reciprocate by displaying a higher level of affective commitment, which in turn resulted in lower job burnout (Gouldner, 1960). The study's findings also revealed the relevance of indirect effects of employees' salary and job security on job burnout via emotional commitment. This suggests that, in addition to the direct association, emotional commitment plays a substantial role in predicting the relationship between HRM practices and work burnout.

A thorough examination of the data revealed that AC entirely mediated the association between job security and job burnout (see table 5), but only partially mediated the relationship between job burnout (see table 6). In other words, in addition to the direct effect, job security has a high indirect influence on job burnout.

5.4 Limitations of the research

While the current study provides some insight into the impact of HRM practices and work burnout, the study's contributions should be regarded in the context of various limitations. To begin with, the current study focused on employee job burnout rather than actual burnout. As a result, future burnout research should incorporate burnout as an outcome variable in the causative model. Second, the current study looked at the process of job burnout intentions among DOC.Co LTD industrial workers. Future study should include public factories in work burnout studies, as well as studies in diverse companies such as universities, hospitals, and so on.

Third, because the current study is cross-sectional, data was gathered at a single moment in time. To establish the causality of the postulated links, longitudinal or experimental designs are necessary. Another disadvantage of the current study is that it included a plant in Almaty, Kazakhstan. As a result, generalizing the study's

conclusions is challenging, and the findings cannot be extended to other scenarios. Future studies should use a better sample strategy and cover all factories that can generate some variation in employee work burnout to see whether the findings can be applied to other populations.

Fifth, because the current study relied on self-reported questionnaire data, there is a risk of common method variance because all variables were measured with the same survey instrument. As a result, future study should incorporate a method that can decrease common method variance, such as employing an objective assessment of human resource management methods instead of perception data.

5.6 Conclusion

In conclusion, managers benefit from a better understanding of work burnout since they may actively alter the causes that cause employee job burnout because the employee has not yet left the business. The results of this study should help managers better understand which human resource practices are vital to their firms and which are not. Indeed, managers must be aware that employee views of the organization's supportiveness have an influence on work burnout, and must adjust their decisions and actions accordingly. The current study's findings highlight the necessity of investigating the influence of employees' opinions of human resource procedures in predicting their desire to leave.

Furthermore, the study looked at the function of affective commitment as a mediator in understanding job burnout, particularly in the setting of manufacturing employees. This research contributes to our understanding of the significance of HRM practices as predictors of job burnout. More HRM practices should be incorporated in burnout research in the future; for example, promotion opportunities and performance assessment can be evaluated, or alternative attitudinal factors other than AC, such as POS, can be added as a mediating factor in HRM practices and work burnout. Furthermore, it is critical to evaluate the cultural characteristics of the

study's background, since national culture and its dominance over corporate HRM practices are significant.

Because when national culture and organizational procedures are properly synced, people behave similarly and perform well in the organization (Newman & Nollen, 1996).

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Appendixes

Appendix - A: Survey Questionnaire

Опросный лист №

Это исследование предназначено для академических целей. Ваши персональные данные будут засекречены. Исследование предназначено для выявления влияния практики человеческими ресурсами на выгорание сотрудников в заводе по производству картриджей “DOC Co.LTD”. Пожалуйста, предоставьте честные ответы на вопросы ниже.

Инструкции: Пожалуйста, заполните анкету отмечая галочкой(√) наиболее подходящий вариант ответа. Для достоверности собираемых данных ответьте на все вопросы и только одним наиболее подходящим ответом.

РАЗДЕЛ А: ОБЩАЯ ИНФОРМАЦИЯ

1. Пол:

- a) Мужской b) Женский

2. Семейное положение:

- a) Не женат/не замужем b) Женат/замужем
c) Вдовец/вдова d) В разводе

3. Возрастная группа:

- a) 18–27 b) 28–37
c) 38–47 d) 47 лет и старше

4. Укажите свой уровень образования:

- a) ст. магистра b) ст. бакалавра
c) среднее специальное (училище) d) среднее общее (10-11 классов)

5. Как долго вы работаете в DOC.Co LTD?

- a) до 1 года b) 2-5 лет
c) 6-9 лет d) более 10 лет

6. Укажите свою позицию:

- a) Старший менеджер b) Менеджер c) Работник завода

РАЗДЕЛ В:

Практики Человеческих Ресурсов

Пожалуйста, отметьте (✓) наиболее подходящий ответ на вопросы ниже.

Шкала: 1 = полностью не согласен, 2 = не согласен, 3 = нейтрально, 4 = согласен, 5 = полностью согласен

	1	2	3	4	5
1. Работники могут без задержки получать определенную сумму оплаты за каждый платежный период	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Можно ожидать, что работники останутся в организации столько, сколько они пожелают	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Есть ли у вас выбор, КАК вы будете выполнять свою работу?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Есть ли у вас выбор, ЧЕМ вы будете заниматься на работе?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Работникам моей компании предлагаются обширные программы тренингов	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Работникам предлагаются программы формального обучения, чтобы повысить их продвижение по службе	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Все чаще и чаще, высказываюсь негативно о своей работе	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. После работы мне требуется больше времени, чем раньше, чтобы расслабиться и почувствовать себя лучше	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Во время работы я часто себя чувствую эмоционально истощенным	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Со временем человек может отключиться от такого рода работы	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. После работы я обычно себя чувствую измотанным и утомленным	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Я чувствую себя уверенно, участвуя в обсуждениях стратегии компании	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Я чувствую себя уверенно, представляя информацию про своих коллег	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Я могу придумать множество способов достижения моих текущих рабочих целей	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Я всегда смотрю на светлую сторону вещей, касающихся моей работы	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Спасибо за уделенное время!

Appendix - B: Mean, Standard deviation, Correlation Coefficient, & Cronbach Alpha.

Constructs	Mean	SD	1	2	3	4	5
Job Security (1)	3.89	1.45	(.714)				
Job Autonomy (2)	3.50	1.42	.345**	(.776)			
Training and Development (3)	3.29	1.47	.284**	.275**	(.880)		
Affective Commitment (4)	4.59	1.56	.328**	.186**	.217**	(.879)	
Job Burnout (5)	3.46	1.58	- .355**	- .318**	- .316**	- .437**	(.920)

Note: *p<.05; **p<.01;

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

Appendix - C: Certificate of authenticity

DOC Co.LTD **Индустриальная зона г. Алматы**
ТОО «DOC Co.LTD», БИН 040840002755, г.Алматы,
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Исх. б/н от «19» апреля 2022 г.

Настоящим письмом подтверждается подлинность заполненных анкет работниками ТОО "DOC CO" LTD с академической и исследовательской целью по диссертации Ермакбаевой Перизат Абдуллаевны на тему "Effects of HRM Practices on Employee job burnout: mediation models : The case of the DOC CO LTD".

С уважением,
Главный специалист Отдела управления персоналом **Рахимжанов А.К.**

