

## **Task 4: Moderation**

### Introduction

A team of researchers were interested to know the effect of feedback from managers on the fatigue of call workers. They reasoned that any effect would depend, or be conditional upon, the extent to which managers convey feedback in a controlling manner. Accordingly, they used self-report instruments to measure perceptions of manager feedback, manager control, and fatigue in British call workers. Your task is to address the questions of moderation from their dataset. In your answer, please provide details about:

- 1) The data analysis methodology and justification (5%)
  - How the student intends to analyze the data and why this approach is chosen.
- 2) The preliminary analyses (25%)
  - Data screening and distributions
- 3) The primary analyses (50%)
  - The primary data analysis with findings supplemented using relevant Tables and Figures
- 4) The interpretations for each research question (20%)
  - What do the analyses reveal in terms of each of the research questions?

### Research Questions

- 1) Is the direct effect of manager feedback on call worker fatigue conditional upon levels of manager control?
- 2)
  - a. Is the conditional direct effect of manager feedback on call worker fatigue significant at high, moderate, or low manager control?
  - b. Where in the range of values for manager control is the conditional direct effect of manager feedback on call worker fatigue significant?

### Participants

- 209 employees at a British call center
- Mean age of 37.58 (SD = 1.26)
- 165 men and 44 women

### Completed a number of items relating to the variables of interest

- Respondents were asked to indicate the extent to which their managers provided feedback on their performance at work. The items are coded were:

STEM – “My manager”

Feed1 – “Provides regular feedback on my performance”

Feed2 – “Is always there to offer help with my work performance”

Feed3 – “Offers performance guidance when I need it”  
Feed4 – “Gives support at regular intervals”  
Feed5 – “Always has time to offer their advice on my performance”  
Feed6 – “Provides lots of performance feedback”

- Participants indicate the extent to which they agree with each item on a 7-point Likert-type scale ranging from 1 (*not at all true*) to 7 (*very true*).

NOTE: The items together measure manager feedback so the items were averaged and saved as the variable ‘feedback’ in the dataset.

- Respondents were asked to rate their perceptions of manager control. The items were:

STEM – “Thinking about your manager’s general style of management, please indicate the extent to which you agree with the following statements ..”

Control1 – “The only reason my manager provides feedback is to make me work harder”  
Control2 – “My manager evaluates me negatively if I perform badly”  
Control3 – “My manager is overly critical when he/she provides me with feedback”  
Control4 – “My manager expects me to put my work before other important parts of my life”

- Participants indicate the extent to which they believed each of the items to be true on a 7-point Likert-type scale ranging from 1 (*not at all agree*) to 7 (*agree very much*).

NOTE: The items together measure manager control so the items were averaged and saved as the variable ‘control’ in the dataset.

- Respondents were asked to rate the extent they feel fatigued at work. The items are coded in the data set as:

STEM – “Below you find a series of statements with which you may agree or disagree. Using the scale, please indicate the degree of your agreement by selecting the number that corresponds with each statement..”

Fatigue1 – “During my work, I often feel emotionally drained.”  
Fatigue2 – “After my work, I usually feel worn out and weary.”  
Fatigue3 – “After work, I tend to need more time than in the past in order to relax and feel better.”  
Fatigue4 – “There are days when I feel tired before I arrive at work.”  
Fatigue5 – “I feel mentally and physical drained from my work.”

- Participants indicate the extent to which they believed each of the items to be true on a 7-point Likert-type scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*).

NOTE: The items together measure worker fatigue so the items were averaged and saved as the variable 'fatigue' in the dataset.

### Writing structure

Please structure your writing using the following headings:

[TITLE]

[RESEARCH QUESTIONS AND HYPOTHESES]

[DATA ANALYSIS METHOD AND JUSTIFICATION]

[PRELIMINARY ANALYSES]

[PRIMARY ANALYSES]

[INTERPRETATIONS]