

Narrative review: Dark sides of HRM from an employee point of view

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Human Resource Management does not necessarily only has positive effects. The effect the different human resource practices have on employees can be the opposite of what a manager or human resource professional is trying to achieve. This opposite effect is what we call the 'dark side' of Human Resource management. Research on the experience of employees from an employee point of view, and these dark sides of human resource management seems to be lacking.

This review examines what kind of research has been done on the dark side effects of Human Resource Management from an employee point of view. It indicates what areas future research need to examine, and what areas has already been researched. The review covers 27 articles, published from 2004 to 2014. The framework used to process the data divides employee well-being into three core dimensions; physical, psychological and social.

When you look at the data gathered through this framework, the main findings are that most research has been done towards the physical dimension, and there has not been enough research in the psychological and the social dimension of employee well-being. Recommendations for future research are pointed in this direction.

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Keywords

Dark side, employee well-being, physical, psychological, social, HRM, narrative review

1. INTRODUCTION

Human Resource Management (HRM) is the way organisations use practices, structures and policies to manage employees. "The impact HRM has on performance is typically depicted as being refracted through changes in employee attitudes and behaviours" (Boselie, Dietz, & Boon, 2005, p. 75). A lot of research has been done over the last few decades concerning Human Resource Management and the way human resource (HR) practices influence firm performance. But oddly enough, studies on the experience of employees seem somewhat rare (Boselie et al., 2005).

This means that we may have missed pieces of crucial knowledge in researching HRM. If we want to create a complete image of the effect HRM has on employees we have to summarize what has been researched already and what areas are unclear, and future research is needed. When you look at the research done, you will find most research topics focus on the bright side of the effects of HRM. Gould-Williams mentions in his article that there is "relatively little research that has considered the effects of HR practices on workers, but there's even fewer studies that include negative work-related effects" (Gould-Williams, 2007, p. 1630). But there are always two sides to a story. Where you have the bright employee presence and a good work-life balance, there also is employee absenteeism and work-family conflicts.

Thus, how do we define what we consider a dark, or a bright side? The dark side of HRM is a negative effect a HR practice has on the employees interest. It influences the employee in a negative way, like getting depressed, having a burnout or experiencing work-family conflicts. The effects are not desired (or even anticipated) by the one implementing the HR practice (manager, HR professional, etc). The bright side of the effects of HRM is the positive effect HRM has on the employee's interest. These are the desired and expected effects when applying a HR practice, like higher motivation, higher work-rate and greater job satisfaction.

What we need to know is what pieces of information we are still missing. We need to have as much knowledge as possible if we are to understand all the effects HRM can have, so we are able to predict the outcomes, especially of the negative effects of HRM. For example, employees who are subjected to a High performance work system practice can suffer higher stress levels than other workers. This can lead to work intensification, insecurity and burnouts (Ramsay, Scholarios, & Harley, 2000). So the effects HR practices can have are not always positive, and can be unexpected (Nishii, 2008). HR practices can have the opposite effect of what managers are trying to achieve with HRM and can negatively impact the employees interest.

So what kind of dark side effects exist, and what do they entail? Do the dark side effects only directly affect the employee, or do they directly affect the organisation as well? Are there outcomes and effects that need to be researched? Has there been enough research done to the dark side of HRM? These points will be combined in the following research question;

What kind of dark side effects of HRM from the employee point of view have been studied already, and what effects need more research?

The review is divided in four sections. First, the paper will define when an effect of HRM practices on an employee is bright and when an effect of HRM practices on an employee is dark. The different effects of HRM practices that exist in literature will be discussed and classified. Secondly, articles will be selected from various journals, and the data provided by the articles will be analyzed, and recorded in a table. After the

methodology, the results will be presented. The paper will be concluded by discussing the results, answering our research question, discussing limitations and giving suggestions for future research.

2. THEORY

As mentioned in the introduction, the dark side effects are the negative effects an HR practice has on the employees interest. Employee interest is about having a life beyond work, and having a good job (Pocock, 2005). It is about the employees wishes and needs. There are several employee interests in literature, but for this research we will use employee well-being to classify the different effects of HRM on employees. Employee well-being is the overall quality of an employee's experience and functioning at work (Warr, 1987). The framework we are using to classify is based on the 3 dimensions of Grant, Christianson, and Price (2007), and the work of Van de Voorde, Paauwe, and Van Veldhoven (2012).

Grant divides employee well-being into 3 core dimensions; psychological, physical and social (Grant et al., 2007). Each of these dimensions have their own dark side effects.

2.1 Psychological

The psychological dimension is about the satisfaction of employees with their jobs and their lives, the commitment they have to their organization, and the commitment they have to their jobs. The psychological dimension is defined by self-respect, satisfaction and capabilities (Grant et al., 2007). So in order to be satisfied, employees self-respect, and self-esteem has to be at a high enough level, and they need to have the opportunity to improve themselves and their capabilities.

Van de Voorde divided happiness into two aspects; Satisfaction and Commitment (Van de Voorde et al., 2012).

Satisfaction is focused on the job. It is about being satisfied and happy with the job an employee has.

Commitment is about being committed to an organization as a whole. So it is not just about your own job, but about the entire organization (Van de Voorde et al., 2012). Commitment can be divided in 3 types; affective commitment, continuance commitment and normative commitment.

Affective commitment is about having affection for your job, and happens when you feel a strong emotional attachment to your organization. Continuance commitment is about the fear that if you leave your job, you will lose more than you will gain. Normative commitment is about having an obligatory feeling to stay towards your organization. You stay, because it is the right thing to do (Meyer & Allen, 1991).

So what are the dark side effects HRM can have on an employee, speaking in terms of psychological well-being? The loss of affective commitment, loss of continuance commitment, loss of normative commitment, and a loss of job satisfaction.

2.2 Physical

The physical dimension is about the well-being of employees in terms of physical health. Well-being and health are dependent on two main aspects; stressors and strain. When there are a lot of stressors or strains, physical health and well-being are lowered (Van de Voorde et al., 2012).

Stressors are triggers of stress. Things like role overload, work intensification and work-family conflict can create a lot of stress in an employee's life. When things at work get busier, or an employee is not able to fulfil the different roles he has to play at work or at home, he can get stressed out, and different strains can occur.

Strain is the response to stressors. When stressors increase, it can create different kinds of problems for the employee, starting with stress and anxiety. When stressors become even more intense, strains like burnout or depression can occur (Van de Voorde et al., 2012).

2.2.1 Role overload

Employees often fulfil multiple roles simultaneously. Examples of these roles are parent, spouse and paid worker. Role overload happens when there are too many role demands and too little time to fulfil those (Coverman, 1989). There is a conflict between the different roles an employee has, because they require different kinds of behaviour which are not compatible. Employees feel they have too much responsibilities and activities, and not enough experience, time or abilities to fulfil these properly (Rizzo, House, & Lirtzman, 1970).

2.2.2 Work intensification

When studying work intensification, the hours worked in a time period are measured, including overtime, extra hours, or work brought home. Work can become more intensive when an employee feels he has too much work in the time available, there is too much work for one person and he is not able to do work well (close to role overload), or management places demands on the employee which are interfering with non-work activities (as expecting to work overtime, putting work before family or take work home) (Macky & Boxall, 2008).

2.2.3 Work-family conflict

An employee has two different kind of roles, the work roles and non-work roles. Non-work roles can involve family or friends. Sometimes work roles interfere with family roles. When the demands from the different roles conflict or there is not enough time to fulfil both roles, a work-family conflict can arise (Bolino & Turnley, 2005). This can put a strain on an employee and can turn into burnout or absenteeism. When two roles are incompatible, the employee has to choose how to divide his time, which can cause a lot of emotional stress for the employee and impair his work performance.

2.2.4 Anxiety

Anxiety is defined as being restless, very fatigued, being worried, having poor concentration, being irritable and having sleeping problems that effect performance negatively. This can lead to loss of social networks, unemployment, absence, accidents and impaired work performance. This means that having employees with anxiety can lead to increased staff turnover, reduced productivity or poor staff morale (Haslam, Atkinson, Brown, & Haslam, 2005). There are different kinds of work-related anxiety, namely, social anxiety, generalized anxiety, hypochondrial anxiety in relation to work, colleagues and superiors, phobia's and fears of insufficiency (Linden & Muschalla, 2007).

2.2.5 Burnout

A job burnout happens when an employee is emotionally exhausted, feels depersonalized and feels that their personal accomplishment is reduced (Maslach, 2003). So burnout is an outcome of a longer period of an employee overly committing to their work, and breaking down in extreme emotional and physical exhaustion (Maslach, Jackson, & Leiter, 1986). Burnout can cause several problems including absenteeism, high turnover, substandard work and decreased organizational commitment (Brewer, Lim, & Cross, 2008).

Burnout is different from anxiety because it is an accumulation of work-related stressors, whereas anxiety is not necessarily caused by work-related stressors (Winstanley & Whittington, 2002).

2.2.6 Depression

Haslam, Atkinson, Brown and Haslam define depression as having a depressed mood, being very tired, having poor concentration, not being able to sleep well, poor thinking and poor decision making. Depression often coexists with anxiety (Haslam et al., 2005). These effects of a depression affect the employee's ability to perform at the top of his game, and will cause a drop in his productiveness.

2.2.7 Stress

By stress we mean stress in organizations. In the article of Schuler, he quotes French, Rodgers, and Cobb (1974) and defines stress as "a misfit between a person's skills and abilities and demands of the job and a misfit in terms of a person's needs supplied by the job environment" (Schuler, 1980, p. 187). He notes that stress appears when the employee "is overwhelmed by negative environmental factors or stressors, (...) or when the environment fails to supply the needs of the individual" (Schuler, 1980, p. 188). The most frequent symptoms or diseases of stress are high blood pressure, peptic ulcers and cardiovascular disorders (Schuler, 1980).

2.3 Social

The social dimension is about "providing opportunities for interpersonal relationships and treating employees with varying degrees of fairness" (Grant et al., 2007, p. 52). It is defined by participating in the community, helping others and being accepted in public. It is build upon trust, social support, cooperation and leader-member exchange (Grant et al., 2007). This means that the dark side effects HRM can have on the social dimension of well-being have to detract from these concepts. So dark side effects would be; a loss of trust, loss of social support, loss of cooperation, having less or no leader-member exchange, not being accepted in public and the employee feeling he is being treated in an unfair way (maybe even feeling discriminated).

Social is different from physical and psychological, as it focuses on interactions between people, whereas physical and psychological are focused on the individual. Two distinctions were made; relationships between employees, and relationships between the employee and the supervisor (Van de Voorde et al., 2012).

Relationships between employees are between employees who are approximately on the same work level. When people are on the same level, one of the negative things that can happen is bullying. People get jealous, or try to look better at the expense of a colleague.

Relationships between employee and supervisor are between an employee and someone who is higher up than them. A sense of trust has to be established for this relationship to work. When this trust is missing, employees can be sceptical of decisions and be afraid of biases, being in appraisal or promotions.

The article of Salin in 2008 tells us that bullying has been frequently researched in the past 20 years, and that there is a clear link between bullying and the social culture in an organization (Salin, 2008). Based on this article we expect that bullying, of all the social constructs, has been researched the most.

The same goes for bias in appraisal, the article of Varma, Pichler and Srinivas tells us that there is a link between bias in appraisal and the relation between an employee and his employer. Several research around 1980 pointed out that affective and behavioural variables were not taken into account before (Varma, Pichler, & Srinivas, 2005). Since that time,

more research has been done in that area, and we expect that the dark side effect of bias in appraisal has been researched as well.

2.3.1 Bullying

Bullying can be sorted in 5 different categories; threat to professional status, threat to personal standing, isolation, overwork and destabilization (Quine, 1999). The category the bullying is sorted into, depends on the effect on the victim, not the intent of the bully. For something to be defined as bullying, it needs to have a negative effect on the victim, and it has to be persistent. Bullying can cause mental distress, physical illness, career damage and pain (Quine, 1999). Bullying can cause poor work performance, anxiety and turnover. So how can HR practices cause bullying? Bullying often starts with jealousy. HR practices like filling vacancies from within the organisation may give room for favouritism, or performance related pay can cause people to develop jealous feelings towards one another. This can be a trigger to start bullying an employee.

2.3.2 Bias in appraisal (or promotion)

Performance appraisal is developed to give employees clear, performance-based feedback (Carroll & Schneier, 1982). The article of Keeping & Levy notes that when the employees perceive the appraisal as unfair, or are dissatisfied, the system is doomed to fail. Appraisal fairness is "the perceived fairness of

the performance rating or the perceived fairness of the appraisal in general". They argue that it is very important to research the reaction of the employee to the appraisal (Keeping & Levy, 2000, p. 710).

The appraisal feedback can have a negative impact on an employee's attitude and behaviour. Employees can take vengeance against peers when they receive a low-rating, and can become disenchanted with their employers. The appraisal can result in self-blame, lower confidence and individual performance, and employer blame. When organizational rewards, for example an promotion, are at stake, it becomes even more difficult to devalue employees (Pearce & Porter, 1986).

2.4 HR Practices

To identify the different HR practices in the articles we used for our data, we use the classification made by Guest, Conway and Dewe. They divide 14 conventional items of HR practices, found in literature, into 4 different groups. These 14 items were deducted from several studies and represent a wide range of HR practices (Guest, Conway, & Dewe, 2004). The four groups are shown in Table I.

Table I: Four groups of HR practices (Guest et al., 2004)

Competence of the workforce	Motivation to perform
<ul style="list-style-type: none"> • Use of psychometric tests in selection • Opportunities to update skills through training and development 	<ul style="list-style-type: none"> • Employees involved in workplace decisions • Regular use of performance appraisal • Part of pay related to individual performance
Opportunity to participate/perform	Commitment
<ul style="list-style-type: none"> • Keeps employee well-informed • Actively tries to make jobs as interesting and varied as possible • Actively uses team working where possible • Conducted a company-wide attitude survey in the past two years 	<ul style="list-style-type: none"> • Fill vacancies from within the organisation • Stated policy of deliberately avoiding compulsory redundancies • Actively implements equal opportunities practices • Has a range of family-friendly practices in place • Has a works council or consultative process in place

3. METHODOLOGY

To be able to give an answer to our research question, a literature research in the form of a narrative review will be conducted. The data used in this research consists of articles published in different HRM journals. To keep the amount of data manageable, books, reports, unpublished papers and dissertations were excluded. Journals were selected based on their rating on SJR (SCImago Journal & Country Rank), within the subject category; Organizational Behavior and Human Resource Management. They had to be rated at least Q2 (stands for a level quality, ranging from Q1 to Q4) in the journal rank indicator, based on the journal impact, influence or prestige. This was to ensure that the journals used for data were of high enough quality and focused on HRM. Non-English journals were also excluded. This led to the following list; Asia Pacific Journal of Human Resources, British Journal of Management, Employee Relations, Human Resource Development Quarterly, Human Resource Management, Human Resource Management Journal, International Journal of Human Resource Management and Personnel Review. We also used the article of Kooij, Jansen, Dijkers and de Lange, since they already did a literature review on HRM perceptions of employees (Kooij, Jansen, Dijkers, & de Lange, 2010). This allowed us to crosscheck the articles they used for their data against our own data. As a result, six articles were added to our own data pool.

For the first selection, articles taken from the journals had to meet the following inclusion criteria; the data used in the articles had to be from an employee point of view. By employee's point of view we mean that data used in this research has to come from the employees themselves directly, it has to represent the employee perception. This means data cannot be provided by managers or HR professionals, so we can make sure it is as unbiased as possible, and gives an accurate representation of the employees needs and wants. This is necessary if we want to investigate the dark sides on an employee level, and not an organizational level. The data had to be on an individual level, so articles using data from department averages were also excluded. The articles had to contain an outcome of their research. They had to have their focus on HRM, HR practices and personnel. Articles had to be published between 2004 and September 2014. This is because in 2004 an article was published by Bowen and Ostroff which states that while previous research tied HR practices to firm performance, employee perception precedes performance. They say "HRM practices influence employee perceptions of climate at the individual level." and "HRM systems influence employee attitudes and behavior, as well as organizational outcomes, through employee interpretations of the work climate" (Bowen & Ostroff, 2004, pp. 212 - 213). This means that HR practices have a big influence on the employee perception, which in turn

has a big influence on the work climate and performance of an employee, and therefore the performance of an organization.

The keywords used for searching articles were; Perceived, employee perception, employee rated, experienced, satisfaction with, employee perspective, HRM practice, HRM system, High performance work practice, High commitment work system, High involvement work practice, personnel management, recruitment, selection, training, compensation, benefits, performance appraisal, job design, empowerment, information, sharing, communication, participation.

With these keywords a search term was written and submitted to the online databases of each selected journal (Appendix I). The resulting articles were viewed by their titles and abstracts and if this was not sufficient yet, research questions or hypotheses were viewed.

This led to an overview of 279 articles.

For the second selection we added an inclusion criteria. The article had to research a dark side effect of HRM on employees. This led to 31 articles we could use for our review. However, when we checked the articles to see if every article we wanted to use for our data, was researching both a dark side and a HR practice, we found a few articles that lacked this. These articles only researched a dark side, not in combination with a HR practice. This caused us to drop 4 articles and left the total at 27 articles. Table II shows the amount of articles selected from each journal after the first and second selection.

Table II

Name of journal	Articles after first selection	Articles after second selection
APJHR	32	3
BJM	16	2
ER	26	4
HRDQ	30	2
HRM	51	6
HRMJ	17	2
IJHRM	47	1
PR	32	1
Article of Kooij et al. (2010)	28	6
Total	279	27

Table III shows the operationalization table of this study. It shows the different constructs, and a short definition of the units of analysis. The first construct contains psychological, physical and social, which can be split into satisfaction, commitment, stressors, strains, relationships between employees and relationships between employee and supervisor. The third and lowest construct shows the different dark side effects of HRM on employees found in the articles. If, during the data analysis, we find other dark side effects which were not mentioned in the theory, these effects will be tallied as well, and will be mentioned in the results.

The articles that were selected all studied different dark side effects of HRM on employees. In Appendix II you will find the table used for analyzing the data from the articles. When you look at the top of the table in the appendix, you will see that the 3 construct levels are shown at the top of the table. As

mentioned before, data was analyzed at the third, and lowest construct level.

We would only consider articles for our data that started their article with a research question, or hypotheses that would state they were expecting to find a negative effect. So only if an article was researching a loss of trust, it would be considered valuable for our data. If an article researched trust, expecting to find a positive effect, but instead found a loss of trust, it was not included in our data.

In 27 articles, the three core dimensions of employee well-being, and the different dark side effects of HRM on employee well-being were investigated (Psychological (0), Physical (35) and Social (3)). This gave us 38 points of data, because 11 articles investigated more than one dark side effect. The articles can be further specified in 2 different aspects per core dimension. Psychological was divided in satisfaction and commitment. But in our 27 articles there were no articles which researched either of them. Physical was divided in stressors and strain. There were 12 data points in the review for stressors and 23 data points for strain. The dark side effects connected to stressors are role overload (3), work intensification (0) and work-family conflict (9). The dark side effects connected to strain are anxiety (1), burnout (7), depression (3) and stress (12). Social was divided in relationships between employees, further specified as bullying, which had 2 data points in the review, and relationships between employee and supervisor, further specified as bias in appraisal (or promotion), which had 1 data point.

Appendix II shows that most articles used quantitative data (24), some used a mixed method (2), and only one used qualitative data. When we examined the design of studies used in the different articles, we found that most of them used a cross-sectional study (24). Only 3 articles used a longitudinal study. This is a shame, because cross-sectional studies do not allow us to draw conclusions about causality.

If we look at our different types of HR practice, we find that the group of HR practices that has been researched the most is Commitment. 15 out of 27 articles researched a HR practice that falls into the Commitment group, 5 articles researched Motivation to perform, 2 articles researched Competence of the workforce, and 1 article researched Opportunity to participate/perform. There were 3 articles that did not name a specific HR practice, but researched the effect from HR practices in general. 1 article researched a mix of Commitment and Motivation to perform practices.

Sample sizes varied from 119 respondents to 3110 respondents. The response rates varied from 24.00% to 95.20% and some response rates were unknown.

Most data came from the USA (7), but other data came from the UK (4), Barbados (2), China (2), the Netherlands (2), Australia (1), Belgium (1), Greece (1), Israel (1), India (1), Ireland (1), Mexico (1), New Zealand (1) and Taiwan (1).

Table III

First Order Construct	Second Order Construct	Third Order Construct
Psychological: The psychological dimension is about the satisfaction of employees with their jobs and their lives, and the commitment they have to their organization, and job. The dimension is defined by self-respect, agency, satisfaction and capabilities.	Satisfaction: Satisfaction is focused on the job. It is about being satisfied and happy with the job an employee has.	
	Commitment: Commitment is about being committed to an organization as a whole. So it is not just about your own job, but about the entire organization.	
Physical: The physical dimension is about the well-being of employees in terms of health. Well-being and health are dependent on two main aspects, indentified by van de Voorde, stressors and strain. When there are a lot of stressors or strains, health and well-being are lowered.	Stressors: Stressors are the things that give rise to stress. Things like role overload, work intensification and work-family conflict can create a lot of stress in an employee's life. When things at work get busier, or an employee is not able to fulfil the different roles he has to play at work or at home, he can get stressed out, and different strains can occur.	Role Overload: Employees often fulfil multiple roles simultaneously. Examples of these roles are parent, spouse and paid worker. Role overload happens when there are too many role demands and too little time to fulfil those.
		Work intensification: Work can be intensified in a few different ways. Complaints from employees experiencing work intensification can be having too much work in the time available, too much work for one person and not being able to do work well (close to role overload).
		Work-family Conflict: An employee has two different kind of roles, the work roles and non-work roles. Non-work roles can involve family or friends. Sometimes work roles interfere with family roles. When the demands from the different roles conflict or there is not enough time to fulfil both roles, a work-family conflict can arise.
	Strain: Strain is the response to stressors. When stressors increase it can create different kinds of problems for the employee, starting with stress and anxiety. When stressors become even more intense, strains like burnout or depression can occur.	Anxiety: Anxiety is defined as being restless, very fatigued, being worried, having poor concentration, being irritable and having sleeping problems that effect performance negatively.
		Burnout: Burnout is an outcome of a longer period of an employee overly committing to their work, and breaking down in extreme emotional and physical exhaustion.
		Depression: Having a depressed mood, being very tired, having poor concentration, not being able to sleep well, poor thinking and poor decision making. depression often coexists with anxiety.
		Stress: "a misfit between a person's skills and abilities and demands of the job and a misfit in terms of a person's needs supplied by the job environment" (Schuler, 1980, p. 187)
Social: The social dimension focuses on interpersonal relationships, and the way employees feel they are treated with varying degrees of fairness. So it is about relationships between employees, but also about relationships between the employee and their supervisor.	Relationships between employees: Relationships between employees are between employees who are approximately on the same work level. When people are on the same level, a negative things that can happen is for example bullying. People get jealous, or try to look better at the expense of a colleague.	Bullying: Firstly, bullying depends on the effect on the victim, not the intent of the bully. For something to be defined as bullying, it has to have a negative effect on the victim, and has to be persistent. Bullying can cause mental distress, physical illness, career damage and pain.
	Relationships between employee and supervisor: These relations are between an employee and someone who is higher up than them. A sense of trust has to be established for this relationship to work. When this trust is missing, employees can be sceptical of decisions and be afraid of biases, being in appraisal or promotions.	Bias in Appraisal: When the employees perceive an appraisal as unfair, or are dissatisfied, the system is doomed to fail. Appraisal fairness is "the perceived fairness of the performance rating or the perceived fairness of the appraisal in general". (Keeping & Levy, 2000, p. 710)

4. RESULTS

As seen in Table II, out of the 279 articles found on HRM in the different journals, only 27 articles researched the dark side effects of HRM on employees. When we look at the results under the different constructs in Appendix II, we see that almost all the articles focus on the physical aspect of employee well-being. There are no data points in the psychological aspect and only a few in the social aspect. Below the different study attributes will be discussed separately.

4.1 Psychological

We find no data points in the psychological aspect of employee well-being. The different articles found on the psychological aspect did describe the different kinds of commitment, or satisfaction of employees, but none of the articles found were researching a loss of commitment or satisfaction. They did research how to strengthen these aspects, or what mediated these aspects, but not what lessened them from an employee point of view. We decided to only add articles to the data that were expecting to find a dark side effect. So the research question, hypotheses, or theory had to show that they were researching a negative effect (so for example; researching a loss of affective commitment, not affective commitment itself). Articles that were expecting a positive effect, but found that the effect was negative, were not included in the data. Another explanation for not finding data points in that core dimension can be that if there is a loss of, for example, organizational commitment, this does not have to be negative for the employee himself. It affects the organization negatively, but that does not mean that it is this negative for the employee on a personal level. Does this mean that there are no dark side effects caused by HRM on employee well-being in terms of psychological? No, it means that these negative effects have not been researched yet, or we simply did not use the journals that published research in this area.

4.2 Physical

Most data points were found in the physical aspect of employee well-being. When we go down a construct, we see that there are 12 data points in stressors, and 23 data points in strain. So most of our articles focus on strain. So in the data we gathered, most research has been done on the effects caused by stressors, like anxiety, burnout, depression and stress. When we go to the lowest level of analysis, we see that 12 of the 23 data points in strains are located in stress. This means that most of the articles we used for our data researched the effect of stress on the well-being of an employee. 7 out of 23 data points are in burnout. This means that burnout is also a topic of research that interests researchers. It is also interesting to see that stress and burnout were measured together in an article 4 times. This is easy to explain, since burnout and stress go hand in hand, and a burnout is often caused when stress levels get too severe.

On the other side of physical we have stressors. In this data we see that 9 out of 12 data points are in work-family conflict. This means that most research done on stressors is focused on the two different roles an employee has, his family-role, and his work-role. Since work-family conflicts give rise to stress, it is not surprising that these two effects have been researched simultaneously a few times.

4.3 Social

The social aspect has been researched a few times in our data. We have 3 data points, of which 2 are in relationships between employees, and 1 in relationships between an employee and a supervisor. This means that with 3 out of 38 data points, there has not been done a lot of research on the social aspect of employee well-being. The research that has been done, focused

mostly on bullying. The articles described people being jealous or disliking on another, and bullying each other. This caused employees to get depressed. 2 of the 2 data points come from articles which researched bullying, depression, and their connection to each other.

5. DISCUSSION

This review researched which dark side effects on employee well-being, caused by HRM were researched, and what areas still needed more research, or have not even been researched. The main conclusion from this review is that there has not yet been a lot of research done on the different dark side effects on an employee level, and that most research that has been done, was focused on employee well-being in terms of physical health. There has been some research on the social aspect of employee well-being, but this is negligible compared to the research in physical health. There has not been any research done on the psychological aspect of employee well-being in the articles we used for our data.

When we look at the data from the articles we see that the dark side effects that have been researched are; Role overload, work-family conflict, anxiety, burnout, depression, stress, bullying and bias in appraisal (or promotion).

The dark side effects that need more research are quite clear when you look at Appendix II. There were almost no articles which studied bullying or bias in appraisal (or promotion). There are only 2 data points for bullying and 1 data point for bias in appraisal (or promotion). Seeing as there are no data points in satisfaction or commitment, it is obvious that more knowledge is needed on those areas of research.

5.1 Limitations

This review was a narrative review, which means that no meta-analysis was done. This did give us the availability to use all the empirical studies that were available, so the data should give a representative overview of the research on employee well-being and the dark side effects on employees. But we are not able to say something about causality, this is also because most of the articles in our data consisted of a cross-sectional studies.

As said before, some of our findings might be because of the data available to us. We reviewed a limited amount of journals because of the limited time available for the research. If you increase the amount of journals, the data might change, and a different conclusion can be reached.

Another limitation is that we only used articles that were published from 2004 till 2014. By excluding the older articles, we might have excluded information on aspects of employee well-being other than physical. If however, there was a certain trend in research in the last 10 years, the review should cover that.

The last limitation is the framework we used for dividing employee well-being into the different core dimensions. Did this framework take all the different effects into account? There is a good chance that not all the dark side effects HRM can cause on an employee fit into the three dimensions we used for the review.

5.2 Future research

Based on this review, the following recommendations for future research can be made.

More journals have to be reviewed to give a broader view of the different research done on the subject of dark side effects of HRM from an employee's point of view. Journals do not only have to be focused on HRM, journals from, for example a psychological point of view, should be included in the data.

Another way to do this is by including articles from before 2004. There is a lot of information to be gathered from older research, which might be relevant for this research. By changing these two criteria, the data gathered for a research should give a broader overview of the different dark side effects.

Another recommendation is to use a different kind of framework to process the data. This might fill the gaps created by data this review might have missed by using the framework that it did. In using another framework, other dark side effects might be found, and different aspects to the outcomes of the dark side effects might be discovered.

There also is a need for a meta-analytical approach. Seeing as we now only established the different dark side effects, there is a need to see how these effects correlate to the different outcomes of performance on an employee level, and what the correlation between these effects is.

6. CONCLUSIONS

This paper contributes to the different literature of HRM by summarizing the last 10 years of research on the negative effects of HRM on employee well-being. It shows the areas where research has been done, and which areas or effects still need more research..

The effects found in the articles collected from the journals, and thus the dark side effects of HRM from the employee point of view that have been studied already, are; Role overload, work-family conflict, anxiety, burnout, depression, stress, bullying and bias in appraisal (or promotion).

To answer the last part of our research question, there are some areas of research that still need (more) research. Since there was no data found on the physical aspect of employee well-being, and so little data on the social aspect, we can assume that more research is needed in those areas. This research will aid us in a better understanding of the effects HRM can have on an employee, and how to prevent unwanted outcomes of HR practices.

7. ACKNOWLEDGMENTS

Our thanks to ACM SIGCHI for allowing us to modify templates they had developed.

8. REFERENCES

* Indicates references included in Table III, but are not cited in the text.

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9. APPENDIX

9.1 Appendix I

(HRM practice AND Perceived) OR (HRM Practice AND Employee perception) OR (HRM practice AND employee rated) OR (HRM practice AND experienced) OR (HRM practice AND satisfaction) OR (HRM practice AND employee perspective) OR (Hrm system AND Perceived) OR (Hrm system AND Employee perception) OR (Hrm system AND employee rated) OR (Hrm system AND experienced) OR (Hrm system AND satisfaction) OR (Hrm system AND employee perspective) OR (High-performance work AND Perceived) OR (High-performance work AND Employee perception) OR (High-performance work AND employee rated) OR (High-performance work AND experienced) OR (High-performance work AND satisfaction) OR (High-performance work AND employee perspective) OR (High-commitment work AND Perceived) OR (High-commitment work AND Employee perception) OR (High-commitment work AND employee rated) OR (High-commitment work AND experienced) OR (High-commitment work AND satisfaction) OR (High-commitment work AND employee perspective) OR (High-involvement work AND Perceived) OR (High-involvement work AND Employee perception) OR (High-involvement work AND employee rated) OR (High-involvement work AND experienced) OR (High-involvement work AND satisfaction) OR (High-involvement work AND employee perspective) OR (Personnel management AND Perceived) OR (Personnel management AND Employee perception) OR (Personnel management AND Employee rated) OR (Personnel management AND Experienced) OR (Personnel management AND Satisfaction) OR (Personnel management AND Employee perspective) OR (Recruitment AND Perceived) OR (Recruitment AND Employee perception) OR (Recruitment AND employee rated) OR (Recruitment AND experienced) OR (Recruitment AND satisfaction) OR (Recruitment AND employee perspective) OR (Selection AND Perceived) OR (Selection AND Employee perception) OR (Selection AND employee rated) OR (Selection AND experienced) OR (Selection AND satisfaction) OR (Selection AND employee perspective) OR (Training AND Perceived) OR (Training AND Employee perception) OR (Training AND employee rated) OR (Training AND experienced) OR (Training AND satisfaction) OR (Training AND employee perspective) OR (Compensation AND Perceived) OR (Compensation AND Employee perception) OR (Compensation AND employee rated) OR (Compensation AND experienced) OR (Compensation AND satisfaction) OR (Compensation AND employee perspective) OR (Benefits AND Perceived) OR (Benefits AND Employee perception) OR (Benefits AND employee rated) OR (Benefits AND experienced) OR (Benefits AND satisfaction) OR (Benefits AND employee perspective) OR (Performance appraisal AND Perceived) OR (Performance appraisal AND Employee perception) OR (Performance appraisal AND employee rated) OR (Performance appraisal AND experienced) OR (Performance appraisal AND satisfaction) OR (Performance appraisal AND employee perspective) OR (Job design AND Perceived) OR (Job design AND Employee perception) OR (Job design AND employee rated) OR (Job design AND experienced) OR (Job design AND satisfaction) OR (Job design AND employee perspective) OR (Empowerment AND Perceived) OR (Empowerment AND Employee perception) OR (Empowerment AND employee rated) OR (Empowerment AND experienced) OR (Empowerment AND satisfaction) OR (Empowerment AND employee perspective) OR (Information sharing AND Perceived) OR (Information sharing AND Employee perception) OR (Information sharing AND employee rated) OR (Information sharing AND experienced) OR (Information sharing AND satisfaction) OR (Information sharing AND employee perspective) OR (Participation AND Perceived) OR (Participation AND Employee perception) OR (Participation AND employee rated) OR (Participation AND experienced) OR (Participation AND satisfaction) OR (Participation AND employee perspective)

Appendix II

Article nr.	Article Title	Authors	Journal	Year of publication	Sample size	Response rate	Type of data	Type of Research	Country of data	Type of HR Practice
1	The organisational pay-offs for perceived work-life balance support	Forsyth, Polzer-Debruyne	APJoHR	2007	1187	55.00%	Quantitative	Cross-sectional	New Zealand	C
2	Job burnout among nurses in Hong Kong: Implications for human resource practices and interventions	Lee, Akhtar	APJoHR	2007	2267	24.17%	Quantitative	Cross-sectional	China	C
3	Flexible work arrangements, work engagement, turnover intentions and psychological health	Timms, Brough, O'Driscoll, Kalliath, Siu, Sit,	APJoHR	2014	823	33.00%	Quantitative	Longitudinal	Australia	C
4	Fairness Perceptions of Work-Life Balance Initiatives: Effects on Counterproductive Work Behaviour	Beauregard	BJM	2014	224 / 26	29.00%	Mixed method	Cross-sectional	UK	C
5	A Test of Basic Assumptions of Affective Events Theory (AET) in Call Centre Work	Wegge, van Dick, Fisher, West, Dawson	BJM	2006	3110	30.40%	Quantitative	Cross-sectional	UK	Op
6	Workplace bullying, employee performance and behaviors : The mediating role of psychological well-being	Devonish	ER	2013	262	52.40%	Quantitative	Cross-sectional	Barbados	MtP
7	Job demands, health, and absenteeism: does bullying make things worse?	Devonish	ER	2013	262	65.00%	Mixed method	Cross-sectional	Barbados	MtP
8	Work and life: can employee representation influence balance?	Hyman, Summers	ER	2007	553	48.00%	Quantitative	Cross-sectional	Scotland	C / MtP
9	Attitudes towards organizational change: What is the role of employees' stress and commitment?	Vakola, Nikolaou	ER	2005	292	?	Quantitative	Cross-sectional	Greece	C
10	Core Self-Evaluation and Goal Orientation: Understanding Work Stress	Morris, Messal, Meriac	HRDQ	2013	178	?	Quantitative	Cross-sectional	USA	CoWF
11	HR Practices Perceptions, Emotional Exhaustion, and Work Outcomes: A Conservation-of-Resources Theory in the Chinese Context	Sun, Pan	HRDQ	2008	119	60.00%	Quantitative	Cross-sectional	China	NM
12	Psychological Capital: a Positive Resource for Combating Employee Stress and Turnover	Avey, Luthans, Jensen	HRM	2009	360	86.50%	Quantitative	Cross-sectional	USA	CoWF
13	Does Structuring of Human Resource Management Processes Enhance Employee Creativity? The Mediating Role of Psychological Availability	Binyamin, Carmeli	HRM	2010	188	88.26%	Quantitative	Cross-sectional	Israel	NM
14	Managing BPO Service Workers in India: Examining Hope on Performance Outcomes	Combs, Clapp-Smith, Nadkarni	HRM	2010	160	32.00%	Quantitative	Cross-sectional	India	MtP
15	Effects of the Workplace Social Context and Job Content on Nurse Burnout	Lee, Akhtar	HRM	2011	1190	23.00%	Quantitative	Cross-sectional	China	C
16	A Weekly Diary Study on the Buffering Role of Social Support in the Relationship Between Job Insecurity and Employee Performance	Schreurs, van Emmerik, Gunter, Germeys	HRM	2012	160	95.20%	Quantitative	Longitudinal	Belgium	C
17	Preventing Burnout: The Effects of LMX and Mentoring on Socialization, Role Stress, and Burnout	Thomas, Lankau	HRM	2009	422	21.00%	Quantitative	Cross-sectional	USA	C
18	HR practices and commitment to change: an employee-level analysis	Conway, Monks	HRMJ	2008	259	20.00%	Quantitative	Cross-sectional	Ireland	NM
19	HR, perceived organisational support and organisational identification: an analysis after organisational formation	Edwards	HRMJ	2009	492 / 563	27.00% / 24.00%	Quantitative	Cross-sectional	UK	C
20	Can performance appraisals motivate employees to improve performance? A Mexican study	Selvarajan, Cloninger	IJHRM	2011	203	?	Quantitative	Cross-sectional	Mexico	MtP
21	Cross-Level Effects of High-Performance Work Practices on Burnout	Kroon, van de Voorde, van Veldhoven	PR	2009	393	?	Quantitative	Cross-sectional	Netherlands	C
22	Job Stress in the Nursing Profession: The Influence of Organizational and Environmental Conditions and Job Characteristics	Gelsma, van der Doef, Maes, Akerboom,	International Journal of Stress Management	2005	884	62.00%	Quantitative	Cross-sectional	Netherlands	MtP

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