

‘Happy-Performing Managers’ Thesis: Testing the Mediating Role of Job-related Affective Outcomes on the Impact of Role Stressors on Contextual Performance

Structured Abstract

Purpose – This study extends the ‘Happy-Performing Managers’ thesis to show that managers’ job-related affective wellbeing and affective job satisfaction mediate the impact of their role stressors (ambiguity, conflict, and overload) on their contextual job performance.

Design/methodology/approach – Results from an online survey of 305 managers from the private, public and third sectors in Western Australian support most of the hypotheses. The psychometric properties of all the scales were analysed using Confirmatory Factor Analysis and the conceptual model was tested using Structural Equation Modelling.

Findings – Role stressors have a direct negative effect on the managers’ affective wellbeing and affective job satisfaction, which in turn mediate the negative effects of the three role stressors on the managers’ contextual performance.

Research limitations/implications – Conceptual and managerial contributions along with methodological limitations and future research directions are discussed.

Originality/value – Contemporary managers face a wide-range of intrinsic and extrinsic role and environmental stressors. This research suggests that organisations may need to redesign manager roles to reduce their role stressors (ambiguity, conflict and overload) in order to optimize their contextual performance.

Key words – Role stressors, wellbeing, job satisfaction, contextual performance.

Paper type – Research paper

1. Introduction

Managers' job performance is recognised as a critical variable in occupational psychology because it is a key driver of constructive organisational outcomes. Consequently, the antecedents of managers' performance are the subject of interest across various work contexts (e.g., Graves *et al.*, 2012). There is an ever-expanding number of demands and environmental constraints placed upon managers' that impact their ability to perform optimally.

Contemporary managers are especially vulnerable to the growing influence of rapid advances in technology, organisational changes and restructuring to improve efficiencies, and the perpetual focus on short-term results (Graves *et al.*, 2012).

Of course, organisations and their managers' do not operate in a vacuum. Various environmental pressures also affect their performance due to their ever-increasing role complexities. For example, the recent advent of social media platforms (e.g., Facebook and Twitter) and real-time communication tools (e.g., WhatsApp and Skype), is reshaping the way organisations and managers operate (Graves *et al.*, 2012). Clearly, the ever present pressures on managers to perform at their peak, coupled with the increasing expectations from different parts of organisations, has put a tremendous strain on managers' overall job-related affective wellbeing (affective wellbeing), affective job satisfaction and eventually their contextual and overall job performance (Hosie *et al.*, 2017).

Despite growing awareness about the influence of role stressors and environmental pressures on managers' performance, there is hardly any research on the possibility of the mediating role of managers' affective wellbeing and their affective job satisfaction in this process (Sharma *et al.*, 2016). This is an important development in the workplace because psychological wellbeing relates to the effectiveness of a managers' affective functioning that in turn potentially results in sub-optimal performance due to poor wellbeing (Wright and

Cropanzano, 2000). More specifically, past literature shows that role and occupational stressors negatively affect employees' (but not explicitly managers') affective wellbeing (Udod *et al.*, 2017) and job satisfaction (Eatough *et al.*, 2011). Moreover, affective wellbeing and job satisfaction have been found to positively influence managers' performance (Gilboa *et al.*, 2008). However, there is no research that specifically examines the mediating role of job-related wellbeing and affective job satisfaction in the influence of role stressors (ambiguity, conflict and overload) on managers' contextual performance.

In this context, Affective Events Theory (AET) provides a theoretical lens to examine the role of affect in the workplace (Weiss and Cropanzano, 1996), by offering a framework capable of providing specific an *a priori* model and theory-driven hypotheses. Cropanzano and Wright (2001) draw on AET to reveal how emotional responses combine with objective aspects of work environments to determine affective responses to employees' attitudes that impact their job-related behaviours and performance. This paper builds on the 'Happy-Performing Managers' thesis (Hosie *et al.*, 2012) to propose that role stressors are key drivers of manager's affective wellbeing and job satisfaction, which are distinct emotively laden constructs capable of affecting managers' performance (Cropanzano and Wright, 2001).

In essence, this research examines the mediating role of affective wellbeing and job satisfaction in the process by which the three role stressors (ambiguity, conflict and overload) affect managers' contextual performance. This paper begins with a review of the past literature on all the relevant constructs used in this study, followed by the development of a conceptual model and specific hypotheses. The authors then report results from an online self-report survey of managers from private, public and third sectors in Western Australia. This is followed by a discussion on the theoretical contribution and managerial implications of their findings, along with the limitations of this study and some future research directions.

2. Conceptual model and hypotheses

To begin, the authors draw on the established ‘Happy-Productive Worker’ thesis (Cropanzano and Wright, 2001; Zelenski *et al.*, 2008). In this conceptualisation, happier employees in general (i.e., those with higher affective wellbeing than others) exhibit elevated satisfaction with their jobs and perform better than unhappy employees (Ryan and Deci, 2001). Typically, AET shows that emotionally laden constructs, namely affective wellbeing and affective job satisfaction, have significant influence on employee performance (Weiss and Cropanzano, 1996) because their emotions are the central pathway between stressful work events and outcomes (Kuba and Scheibe, 2017).

An extended version of the Happy-Productive Worker thesis is the ‘Happy-Performing Managers’ thesis (Hosie *et al.*, 2012) which also suggests a link between managers’ happiness and performance. Job Demands-Resources Theory (JDRT) (Demerouti *et al.*, 2001) helps to understand this relationship in a managerial context by providing a framework to better explain the negative and positive consequences of managers’ job demands and personal resources on their motivation and energy. After reviewing the literature on JDRT, Bakker and Demerouti (2017) subsequently found that work overload, emotional job demands, physical job demands and work-home conflict are risk factors for job burnout and engagement. These authors indicate that there is growing evidence to support the buffering role of a range of job resources on job burnout, especially resulting in exhaustion and cynicism. Typically, excessive job demands of managers can be mitigated by the judicious provision of job resources like job autonomy, and support from supervisors when combined with quality feedback on performance. Managerially, this means that well considered applications of the JDRT has the capacity increase managers’ affective wellbeing (Schaufeli

and Taris, 2014). So the authors decided to examine this potential link through the lens of role stressors and managers' performance.

In this paper, the authors combine both these related theoretical perspectives to explore the mediating role of managers' affective wellbeing and affective job satisfaction on the influence of role stressors on their contextual performance. This approach makes it possible to capture the extent pleasure and/or happiness are experienced from the perspective of a job to explain an affective perspective (Ryan and Deci, 2001) and through that explain how affect (i.e., emotionally laden constructs) is central to the managers' employment relationship. Next, the authors describe all the constructs examined in this study (i.e., role-stressors, affective wellbeing, affective job satisfaction and contextual performance) to test for the underlying theory linking these diverse constructs with each other (as shown in figure 1).

< Insert Figure 1 about here >

2.1 Role stressors (ambiguity, conflict, overload)

Role stressors have been well researched in a range of literatures on employees (e.g., Somech, 2016) and represent those demands, constraints, and events disturbing an individual's role fulfilment (Beehr and Glazer, 2005). These comprise role ambiguity, role conflict and role overload, all of which are potentially intrinsically linked in different ways to managers' performance.

Role ambiguity (RA) is multidimensional in nature and comprises an employees' evaluation of salient information pertaining to their role definition, expectations, responsibilities, tasks, and behaviours that are needed to ensure they perform their roles effectively (Singh and Rhoads, 1991). Elevated role ambiguity leads to a range of adverse effects across employment settings, such as reductions in job satisfaction, employee

performance and turnover intentions (Singh, 1998) for in-role behaviours and organisational commitment (MacKenzie *et al.*, 1998), frontline employee productivity and quality of service (Singh, 2000), and organisational citizenship behaviours (OCB) (Eatough *et al.*, 2011).

Role conflict (RC) represents an incompatibility among the different types and levels of expectations of employees' supervisors, customers and co-workers. Prior research documents the negative work related consequences of role conflict, including lower levels of relative job satisfaction, organisational commitment and in-role behaviours (MacKenzie *et al.*, 1998), employee performance (Singh, 1998), reduced extra-role behaviours (Eatough *et al.*, 2011), and higher employee turnover and burnout (Singh *et al.*, 1994).

Role overload (RO) signifies that perceptions of cumulative role demands surpass an employee's ability and desire to perform tasks (Singh, 1998). The presence of this stressor also has performance consequences as elevated perceptions of role overload are associated with lower organisational commitment (Singh, 1998), job satisfaction (Jones *et al.*, 2007), and higher job stress (Bolino and Turnley, 2005).

Collectively, these role stressors elicit negative emotions (Eatough *et al.*, 2011). Therefore, grounding this research in the Happy-Productive Worker thesis helps explain the centrality of emotively laden affective wellbeing in the context of managers' specific employment and associated role related behaviours and subsequent performance.

In addition to the effects of role-stressors, further pressure is placed on managers' in the form of multifarious perceptions and evaluations about how their superiors, co-workers, and employees' view their performance. Because managers are the lynchpin between such stakeholders, their demands and expectations will also influence how these managers undertake the role. A measurement model, based on existing published items establishes the veracity of the items in the three role scales. Therefore, the effectiveness of how managers

are able to deal with a range of intrinsic and extrinsic employment pressures, in the process of implementing organisational policies and procedures, may influence their affective wellbeing and affective job satisfaction, as discussed in the next section.

2.2 *Job-related affective wellbeing (affective wellbeing)*

Past research indicates that affective wellbeing can have both, positive or negative effects in work settings (e.g., Sharma *et al.*, 2016). Typically, research into affective wellbeing consistently indicates that the “characteristics and resources valued by society correlate with happiness” (Lyubomirsky *et al.*, 2005, p.1), implying positive emotional states, or happiness is highly desirable. As Fischer (2010, p.1) observes, “Happiness, in the form of joy, appears in every typology of ‘basic’ human emotions. Feeling happy is fundamental to human experience, and most people are at least mildly happy much of the time”. As this tends to permeate across all facets of one’s life, the authors’ postulate this ‘life-space’ will not only include managers’ work settings but also helps determine the very nature of their performance resulting from increasing or diminished affective wellbeing.

From the perspective of the Happy-Productive Worker thesis, affective wellbeing denotes feelings about tasks carried out in a workplace that represent the closest existing expression of happiness in the workplace. As indicated earlier, the nature of affective wellbeing in the workplace has consequences for the productivity of organisations, which is the basic premise of the Happy-Productive Worker thesis. For example, the direct and indirect costs of lower employee wellbeing include absenteeism, employee turnover, lower productivity and workplace aggression, but it may also affect managers’ effectiveness and performance.

Affective wellbeing has a critical influence on the distinctly human experience of work and is therefore synonymous with the extent of happiness a person experiences. This is because the theoretical and philosophical basis of the concept of happiness, as an emotional

state, relates closely to the notion of hopefulness, optimism and contentment (Hosie *et al.*, 2012). Thus, a managers' emotional state at work and the subsequent link to their performance is important given the basic motivation for human behaviour including recognising work is a function of looking to attain pleasure and/or happiness and meaning (Fischer, 2010). Typically, managers endeavour to control their emotions and behaviours to maintain a professional front - widely known as emotional labour (e.g., Badolamenti *et al.*, 2017). However, 'bottling up' emotions can also result to emotional exhaustion, role stress, burnout, withdrawal and turnover as well as negative psychological wellbeing (Schaubroeck and Jones, 2000). From the previous discussion of the existing literature of the nexus between role stressors and affective wellbeing, the following hypothesis is proposed:

H1: Managers' a) role ambiguity, b) role conflict, and c) role overload, have negative effects on their affective wellbeing.

2.3 *Affective job satisfaction*

Happiness and positive emotions contribute to managers' physical and psychological health, which supports the importance of affective wellbeing; however, if happiness connotes a sense of 'feeling good', then there is also a need to distinguish between the two emotively driven constructs, namely, affective wellbeing and affective job satisfaction (Cropanzano and Wright, 2001). A conceptual distinction needs to be made between these two emotionally laden mediator constructs as the previous literature uses job satisfaction as a proxy for happiness (e.g., Wright and Cropanzano, 2000) and at the same time defines job satisfaction in terms of extrinsic "satisfaction with their pay, working conditions, job as a whole, etc." (Zelenski *et al.*, 2008, p.523). These operational elements of 'job satisfaction' are clearly not emotional in nature but represent a cognitive substrate.

Therefore, to make any meaningful contribution to the debate within this sphere of the employment relationship these two constructs need to be distinguishable on both conceptual as well as operational grounds. In this study, the authors argue that affective wellbeing and affective job satisfaction represent independent but correlated constructs. Both help to determine managers' performance. Furthermore, consistent with past research (e.g., Eatough *et al.*, 2011), the authors hypothesize that specific aspects of role stressors would result in a negative influence on employees' affective job satisfaction, as follows:

H2: Managers' a) role ambiguity, b) role conflict, and c) role overload, has negative effects on their affective job satisfaction.

2.4 *Contextual performance*

There is a need to articulate for this study what constitutes managers' performance. To this end, the literature distinguishes broadly between contextual and task performance (Borman and Brush 1993; Motowidlo *et al.*, 1997), whereby contextual performance "has the effect of maintaining the broader organisational, social and psychological environment in which the technical core must function" (Borman and Motowidlo 1997, p. 75). Typically, contextual performance manifests as discretionary and extra role behaviours, where task performance are proscribed as in role behaviour to represent explicit organisational obligations and reward proficiency in exchange for performing tasks (Motowidlo *et al.*, 1997).

Elements of contextual performance have been deduced from extra role behaviour (Van Dyne *et al.*, 1995). Organ (1997) eventually settled on a definition of contextual performance that is essentially the same as for OCB. Recent literature indicates contextual performance is more accurately conceived of as a broader construct, similar to OCB (e.g., Johnson, 2008) because it comprises both discretionary as well as non rewarded behaviours (Organ, 1997). As such, the terms and intent of OCB and contextual performance are interchangeable and

may be referred to generically as ‘citizenship’ behaviour. Attempts to conceive of and measure OCB preceded those of the related construct, contextual performance. There are conceptual and ambiguity issues related to OCB definitions, primarily related to discretionary and non rewarded behaviour. As Organ (1997, p. 90) says, “What is different from OCB is that contextual performance does not require that the behaviour be extra-role (discretionary) nor that it be non-rewarded. The defining quality is that it be ‘non-task’, or more to the point, that it contribute to the maintenance and/or enhancement of the context of work.”

For these reasons, the authors focus on managers’ contextual performance for two compelling reasons. First, behaviours associated with this particular domain of performance represent discretionary contributions to organisations and have uncertain or indirect rewards (Borman and Brush 1993; Motowidlo *et al.*, 1997). As such, ways of behaving beyond prescribed job tasks are valuable to human performance, organisational effectiveness and ultimately profitability (Borman and Motowidlo, 1997). Second, contextual behaviours preserve and increase the psychosocial climate underpinning organisational production systems (Organ, 1997). Also, contextual performance provides a critical managerial function that serves to increase the effectiveness of work teams and overall organisational productivity (Podsakoff *et al.*, 1997).

Contextual performance is a multidimensional concept rather than a unitary set of consistent behaviours that are normally associated with task performance (Borman and Brush, 1993). Moreover, contextual performance is essentially considered to be “a set of interpersonal and volitional behaviours that support the social and motivational context in which organisational work is accomplished” (Van Scotter and Motowidlo, 1996, p. 525). From this description, it seems that managers’ performance is predicted to be sensitive to managers emotional disposition in a role; implying that contextual performance could

potentially be influenced by their affective wellbeing. Therefore, based on the above discussion, the authors hypothesise as follows:

H3: Managers' affective wellbeing has a positive effect on their contextual performance.

2.5 *Linkage between job satisfaction and performance*

According to Weiss and Cropanzo (1996), coming to terms with the connection between undifferentiated job satisfaction and performance embodies the 'Holy Grail' of organisational behaviour research. Generally, past research shows that elevated job satisfaction results in higher performance (e.g., Ziegler *et al.*, 2012). However, there is still no consensus on the conceptualisation and measurement of these constructs, particularly for managers. This study adopts an affective wellbeing and affective job satisfaction perspective by using the Happy-Productive Worker thesis to explain their influence on managers' performance. This is an intentionally emotion laden perspective that not only defines aspects inherent within the manager employment relationship but also explains how it captures happiness (i.e., positive affect). Such a perspective is very important because the presence of happiness helps to foster job satisfaction and overall productivity (Zelenski, *et al.*, 2008).

Typically, job satisfaction is depicted in the literature as comprising both affective and cognitive elements (e.g., Thompson and Phua, 2012). These invariably resulting in a mismatch between conceptualising and measuring the construct. In particular, many studies depict job satisfaction as being emotive in nature but then apply cognitive measures of the construct (e.g., Fischer, 2010). This can present some serious challenges to researchers given the inconsistent approach regarding 'matching' conceptual and empirical underpinnings of the construct. This has raised some concerns. For example, Thompson and Phua (2012) suggest that the inconsistencies in the literature regarding factors influencing the construct

indicate that affective and cognitive job satisfaction could be different constructs.

Despite this finding, the literature has consistently depicted job satisfaction as being emotionally laden (Locke, 1976; Kim, 2005; Cantarelli *et al.*, 2016), and through this is an overall, or global satisfaction, emerged about “how people subjectively and emotively like their job as a whole” (Thompson and Phua, 2012, p. 227). This portrayal of affective job satisfaction has stood the test of time from the early work by Locke (1976, p. 1304) who regards it to be “a pleasurable or positive emotional state, resulting from an appraisal of one’s job or job experiences.” A similar process of thinking still applies to the works of more contemporary scholars. For example, Cantarelli *et al.* (2016) reveal that most of the present day accepted definitions of job satisfaction (particularly in the state or public sector) describe it as an “affective or emotional response towards facets of one’s job” (Kim, 2005, p. 246). Thus, how job satisfaction is measured needs to truly reflect how it is defined and conceived if it is to be of any value to the debate on its role in the workplace. As such, the construct job satisfaction is referred to in this paper as affective job satisfaction.

Therefore, drawing upon the Happy-Productive Worker thesis helps explain how affective job satisfaction provides further evidence on the central role that emotions play in manager employment relationships. As affective job satisfaction is emotionally laden; AET also indicates its potential influence on managers’ contextual performance, a notion that has been reported by past researchers (Ziegler *et al.*, 2012). However, most of such studies concentrate on the role of positive emotions (e.g., Spector and Fox, 2002), whereas others found no support for the influence of negative emotions on performance (e.g., Ball *et al.*, 1994). Therefore, the authors offer the following hypothesis based on the preceding discussion:

H4: Managers’ affective job satisfaction has a positive effect on their contextual performance.

2.6 *Mediating effects of affective wellbeing and affective job satisfaction*

Contextual performance provides for the social and psychological context of managers' roles and therefore represent embedded core business processes that in themselves are direct antecedents of contextual performance (Borman and Brush, 1993). This paper draws upon AET to explain and articulate these links. In so doing, AET helps clarify how moods and emotions influence this form of performance by suggesting work related events are likely to affect employee emotions or affect (Weiss and Cropanzano, 1996). In emotionally charged high-pressure work environments, contemporary managers' influence on role stressors helps shape their subsequent attitudes and behaviour. These stressors directly link to the emotionally laden constructs, namely affective wellbeing (H1a-c) and affective job satisfaction (H2a-c), to explain how these influence managers' performance.

Role stressors are therefore postulated herein to influence those affective events in the workplace that generate, among others, emotional reactions or mood changes, such as happiness, dissatisfaction and anger. Although role stressors (ambiguity and conflict) exhibit a direct and significant negative influence on OCB (Eatough *et al.*, 2011), the authors posit that this link is mediated by managers' affective wellbeing and affective job satisfaction as based on the proposition that AET suggests emotions to be the central pathway between stressful work events and outcomes (Weiss and Cropanzano, 1996). More specifically, as this theory highlights the "structure, causes and consequences of affective experiences at work" (Weiss and Cropanzano, 1996, p. 11), emotional reactions to adverse work events are expected to affect employee behaviours and attitudes (Kuba and Scheibe, 2017). Therefore, the effects of role stressors on contextual performance are likely to be channelled via the two intervening affective constructs, namely affective wellbeing and affective job satisfaction.

In this regard, Motowidlo *et al.*, (1997, p. 76) show that contextual performance helps

“enhance the psychological climate in which the technical core is embedded”. Indeed the Happy-Productive Worker thesis also suggests the magnitude of affective wellbeing and affective job satisfaction is founded on the extent of ‘happiness’ being experienced by the manager, will either heighten or lower contextual performance. Based on these arguments, the authors posit that role stressors will influence the managers’ contextual performance through these two affective constructs because consistent with the Happy-Productive Worker thesis, these two constructs are postulated to act as catalysts to either reduce or enhance managers’ contextual performance. Accordingly, the following hypotheses are put forth:

H5: Managers’ affective wellbeing mediates the effect of their a) role ambiguity, b) role conflict, and c) role ambiguity on their contextual performance.

H6: Managers’ affective job satisfaction mediates their effect on a) role ambiguity, b) role conflict, and c) role ambiguity on contextual performance.

3. Methodology

3.1 Sample and procedure

A cross section of managers working in a range of West Australian organisations (private, public and third sector) were surveyed, representing a diverse range of occupational groups. An online voluntary survey was used to collect data that took managers around 15 minutes to complete on average. Western Australia provides a suitable setting for this study as the recent environmental uncertainty due to the global financial crisis and economic slowdown has had a sizeable influence on the affective wellbeing of West Australian managers after decades of rapid economic growth and value creation.

The sample consists of slightly more male (52.4%) than female (47.6%) respondents but these figures are similar to the gender ratio in the overall workforce in Australia (53.8% male,

46.2% female) (ABS, 2016). Hence, the results of this study are not likely to be biased by gender. Similarly, about 37.7% of the participants are above 50 years old, which reflects the general trend of an aging workforce in Australia (ABS, 2016). The sample comprises of different managerial levels, namely front-line (31.2%), middle-level (25.3%), senior-level (25.3%) and top management (18.2%). Public sector participants account for about half the sample (47.9%), followed by private (29.0%) and third (23.1%) sectors. As such, the findings of this study may not be fully generalizable to the entire managerial population in Australia.

3.2 *Research instrument*

A structured questionnaire, comprising self report measures for all the constructs was used to collect data. Industry was consulted with respect to this overall approach to data collection, as well as soliciting their feedback. To simplify and make the data collection more user friendly, the variables of interest were split into relevant sections. Well established scales were derived from the literature (see table 1) with semantics amended slightly to measure responses by managers for role stressors, affective wellbeing, affective job satisfaction and contextual performance, using 7-point Likert type response formats.

Job-related affect (Warr *et al.*, 2014) captured how respondents felt over the last few weeks (1=never to 7=all of the time). Likewise, job satisfaction (Thompson and Phua, 2012) captured respondent's emotional response towards their work. Role stressors were derived by Peterson *et al.*, (1995) and Rizzo *et al.*, (1970) to capture the degree of ambiguity, conflict and overload facing managers (1=strongly disagree to 7=strongly agree). A contextual performance scale was derived from the work of Hosie *et al.*, (2012), and Borman and Motowidlo (1997) to tap the multifaceted nature of the construct, namely persistence (e.g., *perseverance and conscientiousness*), volunteering (e.g., *suggesting organizational improvements*), helping (e.g., *others with heavy workloads*), following (e.g., *adhering to*

organizational rules, policies and procedures) and endorsing (e.g., *loyalty to the organizational objectives*) using 1=never to 7=always as anchors.

4. Results and analysis

4.1 Measurement model

The well-established two-step process (Anderson and Gerbing, 1988) was used for data analysis with Structural Equation Modelling (SEM) approach (AMOS 22). The initial measurement model revealed a poor fit ($\chi^2 = 2639.59$, $df = 1348$, $\chi^2/df = 1.96$) with all fit indices (NFI = .82, CFI = .90, RMSEA = .056, SRMR = .082) worse than the recommended cut-off values ($1 < \chi^2/df < 3$, NFI $> .90$, CFI $> .95$, RMSEA $< .06$, SRMR $< .08$). An examination of the parameter estimates showed that some of these were quite low ($< .60$) and had poor squared multiple correlations ($< .40$), as shown in Table 1. Removing these items and re-specifying the measurement model (Hair *et al.*, 1998) resulted in a much better fit for the measurement model ($\chi^2 = 1536.71$, $df = 887$, $\chi^2/df = 1.73$); with all the fit indices (NFI = .88, CFI = .94, RMSEA = .049, SRMR = .055) quite close to the recommended cut-off values ($1 < \chi^2/df < 3$, NFI $> .90$, CFI $> .95$, RMSEA $< .06$, SRMR $< .08$). All the remaining items load significantly ($p < .001$) on the respective expected latent constructs with high squared multiple correlations ($> .40$) and no major cross-factor loadings. Table 1 provides the descriptive statistics with psychometric properties.

< Insert Table 1 about here >

After removing the items with poor psychometric properties, average variance extracted (AVE) for the scales ($> .40$) and the construct reliabilities ($> .70$) are quite high, showing convergent validity. Finally, discriminant validity is confirmed as the AVE extracted from each factor exceeds the squared correlations from all the remaining items. Table 2 indicates

the correlations and psychometric properties for all the scales.

< Insert Table 2 about here >

4.2 *Common Method Variance (CMV)*

Common Method Variance (CMV) could be a concern, as this study uses data collected from managers with a single questionnaire including both the independent, mediating and dependent variables (Podsakoff *et al.*, 2003). Hence, the authors attempted to minimize the impact of CMV initially by assuring anonymity and confidentiality of participants (Meade *et al.*, 2007). However, to further assess the extent of any CMV post data collection, Harman's (1967) one-factor test was invoked. Specifically, all items in the instrument were entered into an unrotated principal components factor analysis which indicated six distinct factors were present, with eigenvalues greater than 1.0, instead of a dominant single factor. Together, the six factors accounted for 67.5 percent of the total variance; the initial and largest factor failed to explain the majority of the variance (32 percent). Since there is no evidence that: "(a) a single factor will emerge from the factor analysis or (b) one general factor will account for the majority of the covariance among the measure" (Podsakoff *et al.*, 2003, p. 889); hence, Harman's (1967) hypothesis for the existence of a significant CMV is rejected.

4.3 *Hypothesis results*

Next, the path model was tested using the composite constructs for each variable in the model and it also shows a close fit ($\chi^2 = 21.76$, $df = 14$, $\chi^2/df = 1.55$, NFI = .96, CFI = .98, RMSEA = .044, SRMR = .052) where all the fit indices were superior to the cut-off values. Most hypothesized relationships are also in the expected directions (as summarized in Table 3).

< Insert Table 3 about here >

First, as predicted, role ambiguity has a negative effect on both affective wellbeing and affective job satisfaction. But both role conflict and overload have significant negative effects not only on affective wellbeing but also for affective job satisfaction. Hence, H1 is fully supported but H2 is only partially supported. Next, affective wellbeing has no significant effect on all five aspects of contextual performance (persistence, volunteering, helping, following and endorsing). Hence, H3 is not supported. However, affective job satisfaction has a positive influence all five aspects of contextual performance. Hence, H4 is fully supported. From these findings, it seems that compared to affective wellbeing, affective job satisfaction is a much stronger driver of managerial contextual performance. None of the demographics has any significant effect on the other variables or relationships in the model. Hence, these are not discussed anymore in this paper.

Finally, the mediating roles of affective wellbeing and affective job satisfaction are tested by comparing the fit of models with direct paths from role ambiguity, conflict and overload to the five aspects of contextual performance and a model with no such direct paths. First, the model with direct paths from role ambiguity shows a poorer fit ($\chi^2 = 86.03$, $df = 9$, $\chi^2/df = 9.56$, $NFI = .95$, $CFI = .95$, $RMSEA = .168$, $SRMR = .079$) than the base model ($\Delta\chi^2 = 64.27$, $\Delta df = 5$, $p < .001$). Hence, affective wellbeing and affective job satisfaction fully mediate the influence of role ambiguity on contextual performance. Similarly, the model with direct paths from role conflict shows a much poorer fit ($\chi^2 = 125.59$, $df = 9$, $\chi^2/df = 13.96$, $NFI = .93$, $CFI = .93$, $RMSEA = .206$, $SRMR = .092$) than the base model ($\Delta\chi^2 = 103.83$, $\Delta df = 5$, $p < .001$), hence affective wellbeing and affective job satisfaction also fully mediate the influence of role conflict on contextual performance. As such, H4 is fully supported. Last, the model with direct paths from role overload shows a similar fit ($\chi^2 = 138.84$, $df = 9$, $\chi^2/df = 15.43$, $NFI = .92$, $CFI = .92$, $RMSEA = .218$, $SRMR = .102$) than the

base model ($\Delta\chi^2 = 117.08$, $\Delta df = 5$, $p < .001$), hence affective wellbeing and affective job satisfaction also fully mediate the influence of role overload on contextual performance. Thus, both H5 and H6 are fully supported.

5. Conclusions

5.1 Discussion and Implications

The main aim of this research is to examine how role stressors (ambiguity, conflict and overload) impact on manager's job related affective outcomes (wellbeing and job satisfaction) and how that in turn ultimately influenced their contextual performance. This study represents the first empirical evidence into the interrelationships among the three main categories of constructs for managers, as opposed to employees in general. Role ambiguity, role conflict and role overload were confirmed to be the role stressors inherent in managers' everyday working lives, and these have an influence within managers' employment relationships. Specifically, elevated levels of role stressors reduce managers' affective outcomes, which in turn influence the ability to perform at optimal levels. Thus, both role stressors and managers' negative affective outcomes seem to reduce managers' contextual performance, albeit to varying degrees.

The focus on of this study is on managers' contextual performance not their task performance. Individual task performance only identifies core components of managers' contribution to organisations. Involvement in work beyond task performance more accurately describes discretionary (contextual) behaviour that are beyond 'soft' psychology, or 'humanistic' concerns vital to aspects of the managers' input to organisational productivity. By integrating these so called 'soft', or less palpable characteristics of managers' performance, with 'hard' facets of management, this investigation indicates that affective

wellbeing of managers is relevant to improving personal and organisational success.

Specifically, this research explores the influence of affective wellbeing and affective job satisfaction on managers' contextual performance. This presupposes that reconfiguring managers' jobs can enhance or avoid a reductions in their affective wellbeing related to their performance. Changes in positive or negative affective wellbeing indicates that increased or reduced aspects of performance explains some of the process of ascendant and descendant trends in determining managerial effectiveness. Resolving these concerns are paramount if organisations are to achieve unification and operate effectively as a whole, rather than as a discordant entity.

Findings from this study intend to progress the debate on how managers jobs might best be designed to improve their performance. Rigorous and relevant measures of managers' performance has the potential to progress the implementation of ways to improve managers' professional developments. A more robust assessment of managers, performance, in the form of contextual elements, has the potential to enable managers' self-development, by indicating what managers must do to enhance their potential to succeed in managing themselves and their reports. An important aspect of this approach concerns ways that timely feedback on affective wellbeing and affective satisfaction may assist organisations to conceive of ways to change managers' behaviours in order to sustain and improve their performance.

5.2 Limitations and future research

This study has some limitations that future research may address. First, this research uses primary data collected from managers in Western Australia whose economy is largely dependent on natural resources. Hence, the findings emanating from this investigation may not be relevant to managers in other parts of Australia or elsewhere within the Asian region and/or the rest of the world. Hence, future research could use the proposed model with

managers in other international organisational settings to test its robustness and generalizability. For example, studies within the Asian context would highlight the importance of managers' affective wellbeing within an organisations with in this context (Sharma *et al.*, 2016) also suggesting the need to test the effects of role stressors on manager wellbeing and performance in this context.

Second, results from this research may be applicable to managers in a wide range of working situations as managers are critical to the success, or failure, of organisations. However, examining how a managers' affective wellbeing and affective job satisfaction affects their performance provide valuable insights into the process of a better understanding how to redesign job specification and work roles through appropriate organisational level interventions. Thus, an understanding of these results has the potential to transform some aspects of managerial practices regarding the potential roles of managers and how they interact with one another and subordinates.

Third, future research could also use calculations of the cost of diminished and optimal affective wellbeing function of managers. Evidence suggests that work environments contribute to a range of affective ailments across a wide range of employment settings. These estimates may be compared with international benchmarks described by recent research to give organisational decision makers a better idea of how their managers in Australasia compare with others (Hosie *et al.*, 2012, 2017). Understanding this will not only help to shape initiatives designed to enhance manager wellbeing to improve individual and organisational performance but enhance the organisation's capacity to operate in dynamic, and sometimes volatile circumstances – potentially improving international competitiveness.

Finally, as the domain of employee and managers' wellbeing continues to be an ongoing and emerging managerial issue facing organisational decision makers there is a distinct need

to continue to model their impact upon both manager and organisational performance. For example, recent scholarly activity pertaining to emerging measures of happiness, such as happiness at work (HAW) (Salas-Vallina *et al.*, 2017b) and job-related affective wellbeing scale (JAWS) (Van Katwyk *et al.*, 2000) on organisation learning capabilities and OCB, continue to enhance our understanding of these important underlying affective constructs on the employment relationship. Similarly, to fully understand other aspects of positive workplace attitudes such as engagement, job satisfaction and affective organisational commitment (Fischer, 2010; Salas-Vallina *et al.*, 2017a), among others, also requires examination across divergent organisational settings and contexts.

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Figure 1 – Conceptual Model

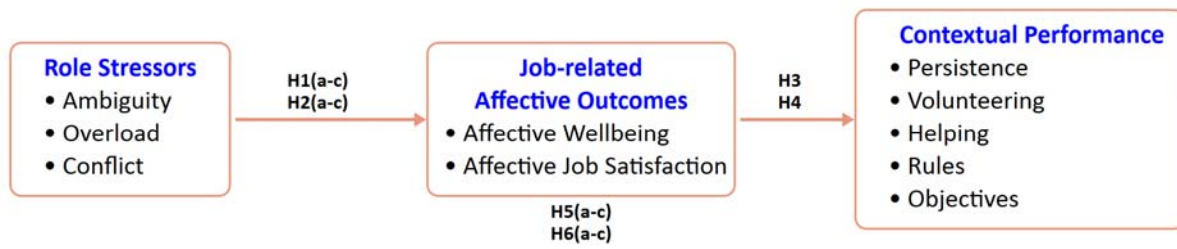


Table 1 – Scale Items and Psychometric Properties

Scale items	M	SD	λ	α
Affective well-being (State)				
<i>Positive Affective State</i>				
<i>Relaxed</i>	3.33	1.60	0.54	0.29
Calm	3.29	1.48	0.76	0.57
Contented	2.23	1.50	0.86	0.75
<i>Optimistic</i>	3.62	1.58	0.56	0.32
Enthusiastic	3.97	1.50	0.80	0.63
Cheerful	2.50	1.50	0.82	0.68
<i>Negative Affective State</i>				
Worried *	4.19	1.51	0.86	0.74
Depressed *	3.25	1.54	0.74	0.54
Gloomy *	4.33	1.53	0.86	0.74
Tense *	4.24	1.52	0.87	0.76
Miserable *	2.21	1.46	0.87	0.75
Uneasy *	2.73	1.50	0.84	0.70
Affective Job Satisfaction				
I find real enjoyment in my job	5.13	1.56	0.91	0.82
I like my job better than the average person	5.06	1.52	0.90	0.80
Most days I am enthusiastic about my job	5.14	1.50	0.91	0.83
I feel fairly well satisfied with my job	5.15	1.52	0.91	0.83
Role ambiguity				
I have clear, planned goals and objectives (for my job) *	5.09	1.51	0.75	0.56
I know exactly what is expected of me *	5.35	1.41	0.87	0.76
I know what my responsibilities are *	5.70	1.23	0.92	0.84
I feel secure about how much authority I have *	5.30	1.48	0.79	0.62
Explanation is clear on what has to be done *	5.58	1.30	0.91	0.83
Role conflict				
I often get involved in situations in which there are conflicting requirements	4.92	1.44	0.66	0.44
I receive incompatible requests from two or more people	4.18	1.69	0.76	0.58
I receive an assignment without adequate resources to execute it	4.22	1.79	0.71	0.51
I work with two or more groups who operate quite differently	4.81	1.67	0.73	0.53
I have to reconcile conflicting demands from different people	3.94	1.15	0.68	0.46
<i>I have to do things that should be done differently</i>	3.91	1.13	0.60	0.36
Role overload				
<i>I am given enough time to do what is expected of me on my job *</i>	3.99	1.01	0.13	0.02

It often seems like I have too much work for one person to do	3.95	1.09	0.68	0.46
<i>The performance standards on my job are too high</i>	<i>3.42</i>	<i>1.24</i>	<i>0.58</i>	<i>0.34</i>
I have too much work to do everything well	3.76	1.19	0.82	0.67
<i>The amount of work I am asked to do is fair *</i>	<i>3.97</i>	<i>0.93</i>	<i>0.10</i>	<i>0.01</i>
I never seem to have enough time to get everything done	4.26	1.70	0.74	0.54
Contextual Performance				
<i>Persistence</i>				
Demonstrating perseverance and conscientiousness	5.66	1.24	0.81	0.65
Persisting with effort to complete work successfully despite difficult conditions and setbacks	5.09	1.36	0.74	0.55
Putting extra effort into your job	5.44	1.27	0.79	0.62
<i>Trying to make the best of the situation, even when there are problems</i>	<i>4.58</i>	<i>1.63</i>	<i>0.57</i>	<i>0.33</i>
<i>Volunteering</i>				
Suggesting organizational improvements	5.52	1.23	0.82	0.67
Assisting others with work related problems	5.08	1.34	0.69	0.48
Attending functions that are not mandatory but are important to the organization	4.92	1.49	0.65	0.42
Taking initiative and extra responsibility	5.77	1.27	0.74	0.55
<i>Helping others</i>				
Helping others with heavy work-loads	5.67	1.22	0.76	0.58
Helping others who have been absent	5.64	1.26	0.73	0.54
Maintaining effective working relationships with co-workers	6.04	1.18	0.87	0.76
Consulting with those who might be affected by decisions	6.01	1.20	0.90	0.81
Informing others before taking any important actions	6.19	1.23	0.91	0.84
<i>Following rules and procedures</i>				
Adhering to organizational values and policies	5.64	1.29	0.76	0.57
Obeying the rules and regulations of the organization	6.07	1.21	0.84	0.71
Treating organizational property with care	5.70	1.28	0.79	0.62
Paying attention to announcements, messages, or printed material about the organization	5.66	1.37	0.83	0.69
<i>Endorsing organizational objectives</i>				
Showing loyalty to the organization	6.05	1.31	0.79	0.62
Exhibiting concern for organizational objectives	5.73	1.49	0.71	0.50
Working within the organization to effect change	5.44	1.36	0.71	0.51
Representing the organization favourably to outsiders	5.49	1.29	0.76	0.58
Demonstrating concern about the image of the organization	5.17	1.58	0.71	0.51

Note: Items in italics are dropped from further analysis due to poor psychometric properties

M = Mean, SD = Standard Deviation, λ = Factor Loading; α = Squared Multiple Correlation

* Reverse-coded items

Table 2 – Correlations

Constructs	POS	NEG	AJS	RA	RC	RO	PER	VOL	HLP	RAP	OBJ
Positive Affective well-being (POS)	1.00										
Negative Affective well-being (NEG)	-.33**	1.00									
Affective Job Satisfaction (AJS)	.66**	-.41**	1.00								
Role Ambiguity (RA)	-.50**	.32**	-.65**	1.00							
Role Conflict (RC)	-.13*	.36**	-.03	.01	1.00						
Role Overload (RO)	-.18**	.38**	-.05	.01	.50**	1.00					
Persistence (PER)	.14*	.12*	.36**	-.41**	.39**	.24**	1.00				
Volunteering (VOL)	.10	.18**	.23**	-.32**	.29**	.23**	.73**	1.00			
Helping (HLP)	.21**	-.11*	.41**	-.56**	.15**	.05	.56**	.49**	1.00		
Following (RAP)	.25**	-.03	.46**	-.53**	.20**	.14*	.69**	.57**	.78**	1.00	
Endorsing (OBJ)	.30**	.02	.49**	-.45**	.20**	.19**	.68**	.63**	.60**	.70**	1.00
Average Variance Explained (AVE)	.66	.67	.78	.65	.50	.51	.56	.66	.62	.52	.51
Composite Reliability (CR)	.84	.85	.92	.85	.75	.77	.80	.81	.80	.77	.76

** p < .01, * p < .05

Table 3 - Hypotheses and Results Summary

H#	Hypothesized relationship	β
H1a(i)	Affective Well-being → Persistence	-.11
H1a(ii)	Affective Well-being → Volunteering	-.15
H1a(iii)	Affective Well-being → Helping	-.12
H1a(iv)	Affective Well-being → Following	-.13
H1a(v)	Affective Well-being → Endorsing	-.09
H1b(i)	Affective Job Satisfaction → Persistence	.60***
H1b(ii)	Affective Job Satisfaction → Volunteering	.45***
H1b(iii)	Affective Job Satisfaction → Helping	.50***
H1b(iv)	Affective Job Satisfaction → Following	.28**
H1b(v)	Affective Job Satisfaction → Endorsing	.66***
H2a(i)	Role ambiguity → Affective Well-being	-.50***
H2a(ii)	Role ambiguity → Affective Job Satisfaction	-.66***
H2b(i)	Role conflict → Affective Well-being	-.17*
H2b(ii)	Role conflict → Affective Job Satisfaction	-.01
H2c(i)	Role overload → Affective Well-being	-.25**
H2c(ii)	Role overload → Affective Job Satisfaction	-.03
H3a(i)	Role Ambiguity → Persistence	-.12
H3a(ii)	Role Ambiguity → Volunteering	-.10
H3a(iii)	Role Ambiguity → Helping	-.16*
H3a(iv)	Role Ambiguity → Following	-.17*
H3a(v)	Role Ambiguity → Endorsing	-.15
H4a(i)	Role Conflict → Persistence	.32**
H4a(ii)	Role Conflict → Volunteering	.24*
H4a(iii)	Role Conflict → Helping	.19*
H4a(iv)	Role Conflict → Following	.13
H4a(v)	Role Conflict → Endorsing	.18*
H5a(i)	Role Overload → Persistence	.19*
H5a(ii)	Role Overload → Volunteering	.16*
H5a(iii)	Role Overload → Helping	.12
H5a(iv)	Role Overload → Following	.10
H5a(v)	Role Overload → Endorsing	.17*

Note: β = Standardized beta coefficient

* $p < .05$, ** $p < .01$, *** $p < .001$