

## **Managerial Well-being and Performance: An Integrative Framework**

### **Abstract**

Past studies show that service climate and internal service quality positively influence managerial well-being and performance, however, they do not explain the socio-psychological mechanism underlying this phenomenon. This paper aims to address this gap with an integrative conceptual model and a set of testable hypotheses. Specifically, it argues that internal service quality would partially mediate the negative effect of service climate on role stressors and fully mediate its positive effect on managerial well-being. A mixed method approach along with convenience sampling will be used to test the hypotheses. A structured questionnaire would be used to collect data from an online panel of managers across different levels. This study will extend current research by highlighting the negative mediating effect of role stressors and negative moderating role of managerial level in the process by which service climate and internal service quality influence important managerial outcomes, including their well-being, satisfaction, commitment and performance.

**Keywords:** service climate; internal service quality, managerial well-being

### **Citation**

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## **Introduction**

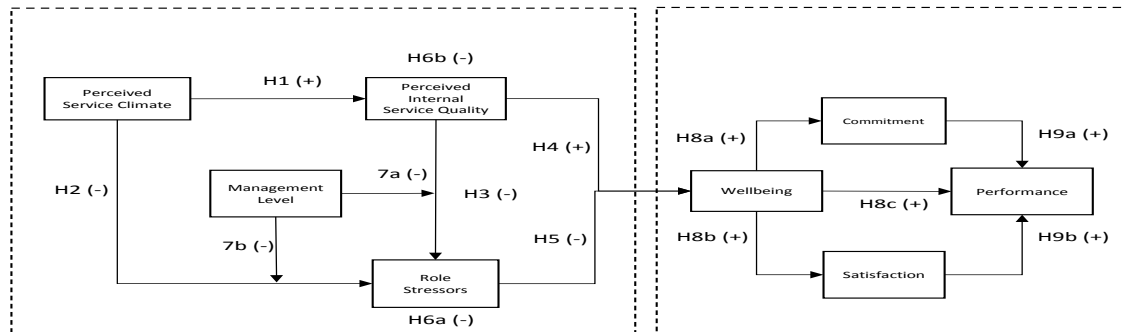
Past studies show that service climate and internal service quality positively influence employee well-being and performance (Sharma et al. 2016; Fung et al. 2017); however, they do not explain the socio-psychological mechanism underlying this phenomenon. Moreover, these studies were conducted with factory employees in China (Sharma et al. 2016) and with employees in a multinational B2B engineering firm (Fung et al. 2017), hence it is not clear to what extent these findings would apply to other industry types and levels of employees. In this context, a recent study shows that job-related affective outcomes (well-being and job satisfaction) mediate the impact of role stressors (ambiguity, conflict and overload) on managers' performance (Hosie et al. 2019). This paper combines the findings from these studies to develop an integrative conceptual model with specific hypotheses. Specifically, it argues that role-stressors would negatively mediate the impact of service climate and internal service quality on managers' well-being, which in turn would affect their satisfaction, commitment and performance. Moreover, managerial level would negatively moderate the impact of service climate and internal service quality on role stressors, wherein senior managers would be less prone to the negative mediating effect of role stressors. This study will extend current research by highlighting the negative mediating effect of role stressors and negative moderating role of managerial level in the process by which service climate and internal service quality influence important managerial outcomes, including their well-being, satisfaction, commitment and performance.

## **Background and Conceptual Model**

According to Sharma et al. (2016) internal service quality plays a vital role in building a proper environment for positive organizational behaviours (POB) by proactively expecting and satisfying the needs of the employees and their expectations in an organization. This would further increase employee satisfaction, employee commitment and well-being. Fung et al. (2017) focuses on the gap in agreement about the connection among service climate and internal service quality. Chen (2013) establishes that organization culture along with leadership styles that are an influence on service climate, do have a bearing on internal service quality and therefore puts forward that service climate has direct impact on internal service quality. Sharma et al. (2016) explores the effect of Internal Service Quality (ISQ) on employee well-being while Fung et al. (2017) explore the mediating role of ISQ in the impact of Service Climate (SC) on satisfaction, employee commitment and employee performance. Both these studies highlight the importance of ISQ in the process by which service climate influences employee satisfaction and performance. However, Sharma et al. (2016) study factory workers in China, hence their findings may not be applicable to managers. They also do not provide any explanation for the mechanism by which ISQ affects employee Well-being (EWB). In this context, Hosie et al. (2019) suggest that managers are under continuous pressures to perform at peak levels in order to match the expectations of the various stakeholders. These pressures put an enormous strain on the performance of managers and their well-being. Role stressors such as ambiguity, conflict and overload have an impact on the performance of the managers. However, Hosie et al. (2019) do not distinguish across different levels of managers, hence it is not clear if their findings would apply to managers at different levels based on their experience and tenure etc.

This paper combines the ideas presented by Sharma et al. (2016) and Fung et al. (2017) with Hosie et al. (2019) to create an integrative conceptual model with specific hypotheses. This paper explicitly argues that role-stressors would negatively mediate the impact of service climate and internal service quality on managerial well-being, which in turn would affect their satisfaction, commitment and performance. Moreover, managerial level would negatively

moderate the impact of service climate and internal service quality on role stressors, wherein senior managers would be less prone to the negative mediating effect of role stressors.



## Methodology

This study will use a mixed methods approach comprising both qualitative and quantitative methods in order to better understand the problem. This research will begin by interviewing managers at different levels to be identified using a convenience sampling method, to gain insights into their perceptions about the process by which service climate and internal service quality influence their well-being and other outcomes (Jager et al. 2019). Next, these insights will be used to develop a structured questionnaire to collect data from an online panel of managers across different levels to help test all the hypotheses using computation, statistical and mathematical techniques (Venkatesh & Bala, 2013). Such an approach will provide this research the benefit of undertaking qualitative research to improve and develop a practical understanding of the issues and problems (Mackey & Gass, 2015). Following this, this research will take advantage of the quantitative component of the research method to help identify the information and test the relationships between the data gathered from the survey in a more accurate way.

## Discussion and Implications

The research aims to evaluate the interactive effects of service climate, internal service quality, and role stressors on managerial well-being and their important outcomes, including commitment, satisfaction and performance. We also investigate differences in some of these effects across different managerial levels (Senior, middle and junior). This research study will also provide in-depth knowledge and also increases the understanding about the importance of the well-being of managers with regards to their performance that in turn would drive a firm's success. This research study is also helpful for the readers and for upcoming research to enhance their understanding of the effects and importance of well-being at the workplace (Harvey, 2019). This research will help to recognize how the well-being for managers could be increased. This research study will also help to enhance the managerial performance and productivity that in turn could develop and improve the economic benefits of the organization. Employee well-being is increasing in private as well as government organizations as it is considered as the vital factor towards the success of an organization (Robertson & Cooper, 2010). The research is beneficial to the organization to gain sustainable development in a competitive environment as well as an organization that needs to have continuous improvement in the overall success of the organization. It is significantly helpful to develop a link between the managerial level and employee well-being and performance level of the business.

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