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*Demystifying the impact of service climate and internal service quality on managerial outcomes: Interactive effects of role stressors and managerial levels*

**This thesis is presented for the Degree of  
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## **DECLARATION**

To the best of my knowledge and belief this thesis contains no material previously published by any other student/person except where due acknowledgment has been made.

This thesis contains no material which has been accepted for the award of any other degree or diploma in any university.

The research presented and reported in this thesis was conducted in accordance with the National Health and Medical Research Council National Statement on Ethical Conduct in Human Research (2007) – updated March 2014. The proposed research study received human research ethics approval from the Curtin University Human Research Ethics Committee (EC00262), Approval Number: HREC number HRE 2021-0738

Signature: .....

Date: .....

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## RESEARCH OUTCOMES FROM THE THESIS

### *Conferences*

- *Redden, F.A., Sharma, P. and Kingshott, R. 2021. Managerial well-being and performance: An integrative framework. In: 2021 ANZMAC Annual Conference, 29<sup>th</sup> Nov 2021, Melbourne, Australia.*
- *Submitted a paper at the American Marketing Association (AMA) Summer Academic Conference, Aug 2022 (Paper was presented on behalf by Prof. Sharma)*

## **ABSTRACT**

Past studies show that service climate and internal service quality positively influence employee well-being and performance, however, they do not explain the socio-psychological mechanism underlying this phenomenon. Moreover, these studies were conducted with factory employees in China and with employees in a multinational B2B engineering firm hence it is not clear to what extent these findings would apply to other industry types (e.g., services) and levels of employees (e.g., managers). 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 managerial performance.

This thesis combines the findings from these studies and develops 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. Similarly, role-stressors would fully (partially) mediate the positive impact of service climate (internal service quality) on managerial well-being, which in turn would positively 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.

A mixed method approach along with convenience sampling was used to test the above hypotheses, by first using a structured questionnaire with the use of the Qualtrics Software that was developed to collect data from an online panel of managers across different levels – Senior Managers, Middle Managers and Junior Managers, to help test all the hypotheses. A pilot study (N-81) was first used to test the viability of the questionnaire. Further to the pilot study, a main study (N-730) was conducted, however the data from the main study was scrutinized using SPSS. Post the data clean up, the final study (N-390) was conducted. The data obtained from

the final study was analysed using confirmatory factor analysis (CFA) with AMOS 26.0 to test the measurement model. Variance analysis was conducted via ANOVA and the Hayes' Process Macro with the SPSS software was used to test the moderation and mediation in the conceptual model proposed in this research.

Secondly, semi-structured interviews (N-13) were conducted using a structured questionnaire with managers at different levels across industry to gain insights into their perceptions about the process by which service climate and internal service quality influence their well-being and the other outcomes as per the hypotheses. The qualitative study was also used to cross verify the results of the quantitative study with the interviewees.

The findings from the quantitative study proved that PSC (perceived service climate) does have a positive impact on ISQ (internal service quality) and also negative impact on RS (role stressors), where RS is used as one construct. However when RS is further broken down into individual constructs PSC has does not have a negative impact on RC (role conflict), in fact it is true in the opposite direction where RC has a negative impact on PSC. Similarly with ISQ and RS, ISQ has a negative impact on RS as a whole, but as individual constructs, ISQ does not have a negative impact on RO (role overload), and however it is true in the opposite direction. RO has a negative impact on ISQ. The study further proved that RA (role ambiguity) does mediate the positive effect of PSC on MWB (managerial well-being), whereas RC and RO has no mediating effect on the relationship between PSC and MWB. Similarly RA mediates the positive effect of ISQ on MWB, while RC and RO does not mediate the effect of ISQ on MWB. The study also proved that ISQ positively mediates the effect of PSC on MWB. However the study dismissed the hypothesis that that managerial levels negatively moderates the effects on ISQ and PSC on role stressors. Interestingly the study also proved that MS (managerial satisfaction) does have a positive effect on MP (managerial performance).

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.

**Key Words:** Service climate, Internal Service Quality, Managerial well-being, Role Stressors, Managerial levels.

## TABLE OF CONTENTS

<b>CHAPTER 1: INTRODUCTION</b> .....	17
1.1 Overview .....	17
1.2 Research Background.....	19
1.3 Problem Statement.....	21
1.4 Research Questions.....	22
1.5 Research Objectives.....	23
1.6 Research Methodology .....	24
1.7 Research Contributions.....	25
1.8 Research Structure .....	25
1.9 Glossary .....	28
<b>CHAPTER 2: LITERATURE REVIEW</b> .....	30
2.1 Internal Service Quality .....	30
2.2 Service Climate.....	33
2.3 Role Stressors .....	34
2.3.1 Role Ambiguity.....	36
2.3.2 Role Overload.....	36
2.3.3 Role Conflict .....	37
2.4 Managerial Well-being .....	38
2.4.1 Managerial Well-being Outcomes .....	40
2.4.1a Managerial commitment .....	40
2.4.1b Managerial satisfaction .....	41
2.4.1c Managerial Performance.....	41
2.5 Managerial Levels.....	41
2.5.1 Junior Manager.....	42
2.5.2 Middle (mid-level) Manager .....	42
2.5.3 Senior Manager .....	43
2.6 Research Gaps.....	43
2.7 Chapter Summary .....	44
<b>CHAPTER 3: THEORETICAL FRAMEWORK AND HYPOTHESES DEVELOPMENT</b> .....	45
3.1 Overview .....	45
3.2 Theoretical Background .....	45
3.2.1 Service-Profit Chain Model (S-PC).....	47
3.2.2 Active Events Theory (AET).....	48
3.2.3 Job-Demands-Resource Theory (JDRT) .....	49
3.3 Conceptual Model and Hypotheses .....	51
3.4 SC and ISQ .....	52



3.5 SC and RS.....	53
3.6 ISQ and MWB.....	53
3.7 Mediating Role of Role Stressors.....	53
3.8 Moderating Impact of Managerial Levels .....	54
3.9 Chapter Summary .....	56
<b>CHAPTER 4: RESEARCH METHODOLOGY .....</b>	<b>58</b>
4.1 Introduction.....	58
4.2 Research Philosophy .....	59
4.2.1a Ontology.....	60
4.2.1b Epistemology .....	60
4.2.1c Axiology.....	60
4.2.2 Philosophical Perspective .....	61
4.2.3 Philosophy of Choice – Positivism .....	62
4.3 Research Approach.....	63
4.4 Methodology Choice .....	64
4.5 Research Strategy .....	65
4.5.1 Online Survey .....	66
4.5.2 Semi-Structured Interviews .....	68
4.6 Questionnaires.....	68
4.6.1 Questionnaire (Survey).....	69
4.6.2 Questionnaire (Interviews).....	70
4.7 Sampling .....	71
4.7.1 Sample Size .....	71
4.8 Data Collection .....	72
4.9 Data Analysis.....	73
4.9.1 Structural Equation Modelling (SEM) .....	74
4.9.2 Measurement Model .....	75
4.9.2a The Goodness-of-fit.....	76
4.9.2b Unidimensionality, Reliability and Validity .....	76
4.9.2c Common Method Bias .....	77
4.10 Structural Model.....	77
4.10.1 Moderation Testing.....	77
4.10.2 Mediation Testing .....	78
4.10 Ethical Considerations.....	80
4.11 Conclusion .....	80
<b>CHAPTER 5: DATA ANALYSES AND FINDINGS .....</b>	<b>81</b>
5.1 Introduction.....	81

<b>5.2 Quantitative Study - Preliminary Data Analysis.....</b>	<b>81</b>
5.2.1 Data Screening .....	82
5.2.2 Assessment of Normality .....	82
5.2.3 Assessment of Linearity.....	83
<b>5.3 Sample Characteristics .....</b>	<b>84</b>
<b>5.4 Measurement Models – Results and Analysis .....</b>	<b>86</b>
5.4.1 Confirmatory Factor Analysis .....	86
5.4.2 Assessment of Validity and Reliability .....	93
<b>5.5 Common Method Bias .....</b>	<b>95</b>
5.5.1 Harman's Single Factor Test .....	95
<b>5.6 Analysis and Results of Structural Modelling.....</b>	<b>97</b>
5.6.1 Goodness-of-Fit Assessment of the Structural Modelling .....	97
5.6.2 Hypotheses Testing: Path Analysis.....	98
5.6.2.1 The moderating effect of Managerial level .....	102
5.6.2.2 The Mediating Effects of Role Stressors .....	103
<b>5.7 Qualitative Study Details.....</b>	<b>104</b>
5.7.1 Data Sampling and Screening .....	104
5.7.2 Sample Characteristics .....	105
5.7.3 Data Analysis .....	106
<b>5.8 Summary of Examined Hypotheses.....</b>	<b>108</b>
<b>CHAPTER 6: DISCUSSION AND CONCLUSION.....</b>	<b>110</b>
<b>6.1 Introduction.....</b>	<b>110</b>
<b>6.2 Discussion.....</b>	<b>110</b>
6.2.1 PSC has positive relationship with ISQ (H1).....	112
6.2.2 PSC has a negative relationship with on RS – a) RA, b) RC and c) RO (H2a, H2b, H2c)	113
6.2.3 ISQ has a negative relationship with role stressors -1) RA, 2) RC and 3) RO (H3a,H3b,H3c).....	114
6.2.4 ISQ has a positive relationship with MWB (H4).....	115
6.2.5 Role stressors have a negative relationship with managerial well-being (H5a,H5b,H5c) .	115
6.2.6a RS fully mediate the negative relationship with PSC on MWB (6a2,6a2,6a3) (H6a) .....	116
6.2.6b RS partially mediate the positive relationship with ISQ on MWB (6b1,6b2,6b3) (H6b)	117
6.2.6c ISQ positively mediates the relationship with PSC on MWB (H6c).....	117
6.2.7a Managerial level negatively moderates the relationships with ISQ on RA, RC, RO (H7a) .....	118
6.2.7b Managerial level negatively moderates the relationships with PSC on RA, RC, RO (H7b) .....	118
6.2.8 Managerial well-being has positive relationship with managerial a) commitment, b) satisfaction, and c) performance (H8a, H8b, H8c).....	119

<b>6.2.9 Managerial a) commitment, and b) satisfaction have positive relationships with managerial performance.....</b>	<b>119</b>
<b>6.3 Contributions and Implications.....</b>	<b>120</b>
<b>6.4 Limitations.....</b>	<b>122</b>
<b>6.5 Research Conclusion.....</b>	<b>123</b>

## LIST OF TABLES

Table 2.1: ISQ Definitions .....	<b>Error! Bookmark not defined.</b>
Table 3.1: Past Studies.....	47
Table 3.2: Summary of Research Questions, Objectives, and Hypotheses .....	58
Table 4.3: Characteristics of Researchify Pty Ltd Research Sample Data .....	69
Table 4.4: Filter Questions.....	71
Table 4.5: Data Collection - Pilot Studies .....	74
Table 4.6: Data Collectino – Main Study .....	74
Table 4.7: The Utilised Statistical Techniques during the Data Treatment (First Phase).....	76
Table 4.8: Utilised the Two Stages of SEM during the Data Analysis (Second Phase).....	77
Table 5.1 Data Screening of Main study .....	84
Table 5.2 Constructs' Skewness and Kurtosis and Descriptive Statistics: Main Study.....	85
Table 5.3 Survey Sample Profile .....	86
Table 5.4 Goodness-of-Fit for the Measurement Model .....	90
Table 5.5 Scale Items and Factor Loadings .....	91
Table 5.6 Reliability and Convergent and Discriminant Validity .....	95
Table 5.8 Harman's Single Factor Test.....	96
Table 5.9 Goodness-of-Fit for the Refined Structural Model.....	98
Table 5.10 Path Model Output-1 .....	102
Table 5.11 Path Model Output-2 .....	102
Table 5.12 Path Model - Moderating Effect .....	103
Table 5.13 Path Model – Indirect Effect.....	104
Table 5.14 Data Screening Qualitative Study.....	<b>Error! Bookmark not defined.</b> 06
Table 5.15 Interviews Sample Profile.....	106
Table 5.16 Interview Data.....	107
Table 5.17 Summary and Hypothesis of Resluts .....	109

## LIST OF FIGURES

Figure 1.1: Conceptual Model .....	<b>Error! Bookmark not defined.</b>
Figure 1.2: Research Structure.....	30
Figure 3.1: Service Profit Chain Model.....	50
Figure 3.2: Active Events Theory.....	51
Figure 3.3: Job Demands Resources Theory .....	52
Figure 3.4: Proposed Conceptual Model .....	53
Figure 4.1: Research Philosophy .....	61
Figure 4.2: Deductive Research Approach .....	65
Figure 4.3: Data Processing Stages .....	81
Figure 5.1 Refined CFA Measurement Model .....	93
Figure 5.2 Structural Model – Main study.....	<b>Error! Bookmark not defined.</b> 01

## LIST OF APPENDICES

Appendix A: Questionnaire for the Survey .....	137
Appendix B: Questionnaire for the Semi-Structured Interviews .....	<b>Error! Bookmark not defined.</b>
Appendix E: Human Research Ethics Committee (HREC) Approval....	<b>Error! Bookmark not defined.</b>

## LIST OF ABBREVIATIONS

PSC	Perceived Service Climate
ISQ	Internal Service Quality
RS	Role Stressors
RA	Role Ambiguity
RC	Role Conflict
RO	Role Overload
MWB	Managerial Well-being
ML	Managerial Levels
MC	Managerial Commitment
MP	Managerial Performance
MS	Managerial Satisfaction
SEM	Structural Equation Model
CFA	Confirmatory Factor Analysis
<i>M</i>	Mean
SD	Standard Deviation
GFI	Goodness-Of-Fit Index
RMSEA	Root Mean Square Error of Approximation
SRMR	Standardized Root Mean Residual
CFI	Comparative Fit Index
TLI	Tucker Lewis Index
NFI	Normed Fit Index
PNFI	Parsimony Normed Fit Index
AGFI	Adjusted Goodness-of-Fit Index

CR	Composite Reliability
AVE	Average Variance Explained
GOF	Goodness of Fit
MSV	maximum Shared Squared Variance
SPSS	Statistical Package for the Social Sciences
AMOS	Analysis of Moment Structures
CMB	Common Method Bias
CLF	Common Latent Factor
EFA	Exploratory Factor Analysis
MV	Mediation Variable
HREC	Human Research Ethics Committee
SRW	Standardised Regression Weights
SMC	Squared Multiple Correlations
MI	Modification Indexes



## CHAPTER 1: INTRODUCTION

### 1.1 Overview

Internal service climate (ISQ) is the services that the various departments or the employees of those departments provide to other departments or employees of those departments. Here the employee is the internal customer (Stauss, 1995). As per Marshall et al., (1998) employees should treat each other as internal customers with the intention to satisfy each other's expectations in their pursuit to improve customer experience. In order to deliver service quality there is a requirement for coordination at a higher level (Young et al., 2011) among the employees, and the support from the higher management is crucial (Frost and Kumar, 2000). The origin of internal service quality is derived from internal marketing, which promoted commendation, appreciation (Stauss, 1995) and the empowerment of the employees to further develop their customer focus and orientation skills. (Piercy and Morgan, 1991). The employees of an organization are the first line of customers and are the providers of the services offered by the organization (Marshall et al., 1998).

Service climate is the culmination of perceptions that customers have of the organization that provide service to them, which is based on certain service related events (Schneider, 1973). Service climate captures the organizations focus towards service quality, leading to the perceptions of the employees that the organization is committed towards service delivery (Hong et al., 2013).

As per Lin et al. (2021) employees who receive quality internal services end up provides better service quality to the external customers. Service climate plays a major role in service profit chain as it acts as a link between service quality and internal service management.

Elche et al. (2020) examine the impact customers can have on the employees and the influence of customer perceptions and its bearing on service climate and finally the employee's job satisfaction.

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 thesis combines the findings from these studies and develops 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.

This chapter provides an synopsis of this research, starting with the appropriate background and goes on further to describe the problem statement in sections 1.2-3, followed by explicating the research questions, research objectives and the research methodology in sections 1.4-6. It

goes on to further outline in brief the theoretical, practical and methodological contributions in sections 1.7.1-3. Further is proceeds to describe the research structure in brief and finally concludes with a glossary as per section 1.9

## **1.2 Research Background**

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. They further state that well-being, apart from having a direct impact on performance also moderates the effects of satisfaction and employee commitment of the employee's performance. They conclude that internal service quality play a significant role in well-being and it is an important parameter for the enhancement of employee satisfaction, employee commitment and employee performance. 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.

In this context, 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.

In an organization, employee happiness (more recently, referred to as affective or emotional well-being) helps improve productivity and performance. Employee well-being has an overall positive impact on employee behaviours. It can be said that when the employees of the organization are satisfied and happy, they work in an effective manner which in turn improves their levels of productivity and performance (Fisher, 2010). In order for an organization to be successful, well-being and performance must go side-by-side, along with a positive approach for influencing employees to increase their happiness. The happiness of the employee can be known from the degree of motivation and participation. Management of the organization has to play an effective role in the success of a wellness program at the workplace in order to ensure the success of the program. To promote employee well-being, managers need to use opportunities like team building and team work to create a work environment which is highly supportive to employee well-being and performance (Wood & de Menezes, 2012).

According to a study in Malaysia and Thailand (Wesarat et al., 2015) around 2/3 of employers offered programs related to wellness that was helpful for the organization to facilitate the behaviour of a healthy workplace. Employee well-being and performance of managers are dependent on each other. The managers continuously try to analyse the dedication of the employee in terms of the initiative taken by the employee in performing certain tasks. This can further lead to recommendation of well-being programs that lead to better engagement

and performance (Wesarat et al., 2015). The manager of the organization can amplify their well-being with the help of creating an environment which will empower their employees towards managing their personal well-being. In the larger corporations, the managers have a greater level of flexibility in terms of utilizing and finding the resources that are available and try to combine their management style along with the system to develop an environment that encourages the well-being of the employee (Avey & Palmer, 2010).

This DBA thesis proposal 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 proposal 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. Besides providing a deeper understanding and knowledge of the complex socio-psychological process underlying managerial well-being, this research will also highlight the importance of managerial well-being in improving managerial commitment, satisfaction and performance (Tawfik, 2018).

### **1.3 Problem Statement**

The researchers past work experience and further research requests with regards to the impact of service climate and internal service quality on managerial outcomes along with the interactive effects of role stressors on managerial levels led to a comprehensive review of the existing literature, which in turn brought into focus the gaps in the past studies that did not investigate the impact of service climate and internal service quality on managerial outcomes along with the mediating and moderating roles of role stressors and managerial levels.

Past studies show that service climate and internal service quality positively influence employee well-being and performance, however, they do not explain the socio-psychological mechanism underlying this phenomenon. Moreover, these studies were conducted with factory employees in China and with employees in a multinational B2B engineering firm hence it is not clear to what extent these findings would apply to other industry types (e.g., services) and levels of employees (e.g., managers).

This thesis combines the findings from these studies and develops an integrative conceptual model and a set of tested 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. 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. Further details with regard to the research gaps are mentioned in Section 2.6.

#### **1.4 Research Questions**

This research aims to prove 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. Similarly, role-stressors would fully (partially) mediate the positive impact of service climate (internal service quality) on managerial well-being, which in turn would positively 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. In accordance with the aims of this research, these questions arise which are as follows:

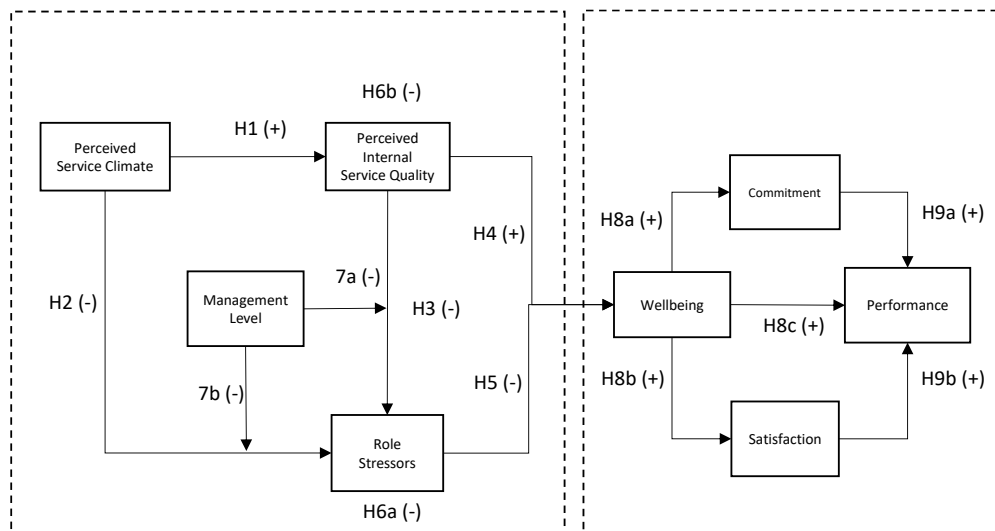
1. Does PSC have a positive relationship to ISQ?

2. Does ISQ partially mediate the negative relationship of SC on RS?
3. Does ISQ fully mediate the positive relationship of SC on MWB?
4. Does RS Roles stressors fully mediate the negative relationship of perceived service climate on managerial well-being?
5. Does managerial level negatively moderate the relationships of a) internal service quality, and b) perceived service climate, on role stressors?

### **1.5 Research Objectives**

Further to the research questions, this research focus on three main research objectives that will further contribute to the existing literature with significance to the relationship of PSC, ISQ with RS and managerial levels which ultimately leads to MWB. This research will develop a model as shown in figure 1.1, based on an exhaustive literature review and using strong theoretical foundations, with specific hypotheses about the interactive effects of role stressors and managerial levels in the process by which service climate and internal service quality influence managerial outcomes, such as well-being, commitment, satisfaction and performance. To summarize, this paper has three objectives:

1. To investigate the mediating relationships of three role stressors (ambiguity, conflict and overload) on the socio-psychological process by which service climate and internal service quality affect managerial well-being
2. To explore the mediating role of managerial well-being in the influence of internal service quality and role stressors on the other managerial outcomes, including satisfaction, commitment and performance.
3. To examine the moderating role of managerial level on the impact of service climate on role stressors, as well as internal service quality on employee well-being.

**Figure 1.1: Conceptual Model**

## 1.6 Research Methodology

A deductive approach is used as the researcher has a set of pre-developed hypotheses that will be tested and measured using the data collected through the mixed method approach. Being a positivist study the deductive approach is adopted (Crowther & Lancaster, 2008).

This study uses a mixed methods approach (Teddle & Yu, 2007), comprising both quantitative and qualitative methods in order to better understand the problem. We began by developing a structured questionnaire in Qualtrics by using well-established scales to operationalize all the constructs included in our conceptual model. Next, we collected data using an online survey of Australian service managers across different levels (N=390) with a structured questionnaire consisting of well-established scales to measure all our variables. Next, we tested all our hypotheses using SPSS and AMOS (Venkatesh & Bala, 2013). To further test the results a convenience sample (N=13) was used to conduct interviews using a structured questionnaire and the data collected was analysed in accordance to the results of the quantitative study.



This approach provided this research the benefit of undertaking quantitative and qualitative research to improve and develop a practical understanding of this research study's issues and problems Invalid source specified.. Chapter 4 dwells further in to the research methodology, as provided in Sections 4.1-12.

### **1.7 Research Contributions**

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 researchers to enhance their understanding of the effects and importance of well-being at the workplace and the role of service climate and internal service quality on managerial well-being. This research will help to recognize how the well-being for managers could be increased and the effect of role stressors on managerial well-being. It also demonstrates the importance of managerial levels and their effect on service climate and internal service quality. 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.

### **1.8 Research Structure**

This research comprises of six chapters. *Chapter-1* comprises of an in-depth overview of the study, which includes various headings like the introduction, research background, the

problem statement, research questions, research objectives, research methodology, research contributions, research structure and finally the glossary.

*Chapter 2* presents an extensive review of the existing literature with regards to SC, ISQ, MWB, MP, the mediating role of role stressors and the moderating impact of managerial levels on managerial well-being and performance.

*Chapter 3* dwells past the literature review and the research gaps are outlined. Further to the literature review and assessment of the present research conducted within the scope of this topic, a conceptual model is developed along with the research hypotheses in this chapter.

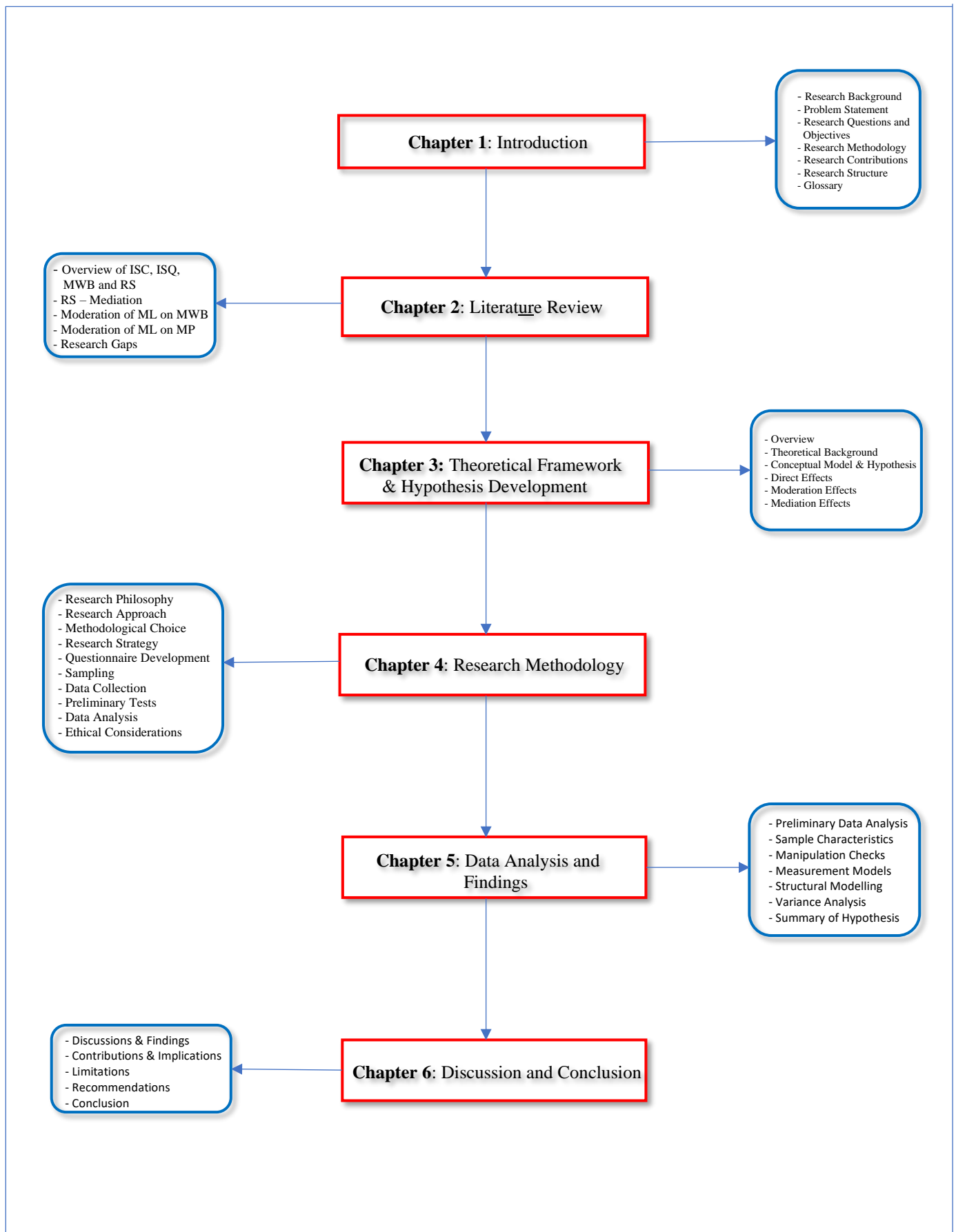
*Chapter 4* focusses on the research methodology, which is the focal part of this research.

This chapter comprising of two parts – Part 1 covers the topics like the research philosophy, the approach, and choice of research methods, research strategy and the development of the survey questionnaire, choice of scales to be used etc. Part 2 is more data orientated with the focus on sample, collection of data, initial test, analysing of data along with ethical considerations.

*Chapter 5* emphasizes on data analysis. The results of both the quantitative and qualitative studies are analysed. The formulated research gaps are addressed by testing the hypotheses using a well-established two stage approach to analyse the data. First with CFA (confirmatory factor analysis) to test the measurement model and to assess the reliability of the scales. Next, structured equation modelling (SEM) approach was used with the path model to test all the hypotheses.

*Chapter 6* contains discussions on the finding of the research, the contributions, the research limitations and any recommendations for future use and finally a conclusion. Figure 1.2 depicts a pictorial form of the research structure.

Figure 1.2: Research Structure



## 1.9 Glossary

This glossary provides clarity on the words and abbreviations used in this research.

Some of the definitions and expansions are as follows:

***Perceived Service Climate (PSC):*** Schneider (1973) defines service climate (SC) as the culmination of perceptions that customers have of the organization that provide service to them, which is based on certain service related events. Subsequently, Schneider and his colleagues widened the scope of SC to also include the perceptions of employees with regards to certain events, practices, procedures and behaviours (Schneider, 1980, 1990; Schneider and Bowen, 1985; Schneider, Parkington and Buxton, 1980; Schneider et al., 1992).

***Internal Service Quality:*** According to Stauss (1955) internal service climate (ISQ) is the services that the various departments or the employees of those departments provide to other departments or employees of those departments.

***Role Stressors:*** According to Hosie et al. (2019), 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, known as role stressors (ambiguity, conflict and overload), on the performance of managers and their well-being (Beehr and Glazer, 2005). Role stressors have been well researched in a range of literatures (Somech, 2016)

***Managerial Well-being:*** An individual's health is not limited to physical health, but also includes mental health and their overall social well-being (WHO, 1948). Keeping this in mind employee (managerial) well-being does not only include physical health or mental health, but is a more holistic concept (Danna and Griffin, 1999). Managers influence employees directly through their behaviours, however the atmosphere at work and the organisation is influenced indirectly by the managers. Therefore managerial well-being is an essential factor to an organisations health (Ahmadi et al., 2023).

**Managerial Levels:** Prior research identified difference levels of managers, including a) lower level managers who typically lead a function that contributes directly to the products or services the organization creates (Ghoshal & Barlett, 1999), b) middle level managers who occupy a central position in organizational hierarchies, where they are responsible for implementing senior management plans by ensuring junior managers or staff fulfil their roles, and c) senior managers who are responsible for developing the organization's strategy and being an overseer for its vision and mission (Ghoshal & Barlett, 1999).

**Managerial commitment:** It is connection that exists between managers and their organization which has a substantial effect on their performance (Becker et al., 1996; Meyer et al., 2004; Rubin and Brody, 2011). Managerial commitment is a psychological state that indicates the strength of managers' association with their organization and shows their intent to maintain this association.

**Managerial satisfaction:** Griffin and Moorehead (2013) define employee satisfaction as a feeling of fulfilment that employees derive from their job; it can be their contentment to work or not, whether they recognize the meaningfulness of their job or the degree to which their job has a negative physical or psychological effect on them. In this research, we extend this concept to include the satisfaction level of managers across different levels within an organization.

**Managerial Performance:** In recent years, managerial work has become ever more difficult and perplexing with globalization, restructuring, focus on short-term results and the advances in technology. This has increased the demands on managers and their performance (Ohlott, Bhandary, & Tavares, 2003; Porter, 2001). For managers to succeed in this uncertain environment, they not only need to be highly motivated, but the type of motivation is an important determinant with regards to their performance and effectiveness to their organization (Porter, 2001).

## CHAPTER 2: LITERATURE REVIEW

This section reviews the relevant literature to provide the knowledge and understanding of the concepts and theories related to the impact of service climate and internal service quality on managerial outcomes such as commitment, satisfaction and performance, along with the impact of roles stressors (ambiguity, conflict, overload) and managerial levels (junior manager, mid-level manager, senior manager) in this process.

### 2.1 Internal Service Quality

According to Stauss (1955) internal service climate (ISQ) is the services that the various departments or the employees of those departments provide to other departments or employees of those departments. Here the employee is the internal customer. As per Marshall et al., (1998) employees should treat each other as internal customers with the intention to satisfy each other's expectations in their pursuit to improve customer experience. Gremler et al., (1994) propose that ISQ is the collaboration between employees (internal customers) and the organization (i.e. internal service encounters) which is akin to the interactions that take place between the internal and external customers. These interactions are based on what they expect from an organisation, their perceptions about the organisation and finally their assessment of the service encounter. Wong et al., (2007) posit that the capability of an employee to accomplish task interdependencies and coordination with other employees or departments in the same organization is vital in achieving their individual work goals. ISQ can be termed as an important proponent of job satisfaction which in turn leads to employee loyalty and hence increase in productivity within an organisation (Hallowell et al., 1996)

As per Jun and Cai (2010) ISQ is made up of a few dimensions. First customer intimacy is important to attain a high level of ISQ and customer satisfaction. Second, it is vital to have ongoing team based improvement plans which in turn will improve service quality, both

internally and externally. Third, communication is key for internal customer satisfaction. Good communication builds a stringer bond between employees and departments within the organisations which ultimately leads to better service quality. Fourth, managerial implications plays an important role in building a strong internal service quality.

Sharma et al. (2016) explores the effect of ISQ on employee satisfaction, employee commitment and employee performance. Making ISQ an important area as far as employee satisfaction, performance and commitment matters. The researchers extend the ideas of “positive organizational behaviour” (POB) and “transformative service research” ideas to suggest that ISQ plays a vital role in building a right environment for positive organisational behaviours by fulfilling the expectations and requirements of the employees which result in higher employee satisfaction, better commitment and well-being. Examples of POB include employee happiness, self-regulation, autonomy and optimism.

**Table 2.1: ISQ Definitions**

Definition	Authors
1. <b>Internal service climate (ISQ) is the services that the various departments or the employees of those departments provide to other departments or employees of those departments.</b>	(Stauss, 1995)
2. ISQ is when employees treat each other as internal customers with the intention to satisfy each other’s expectations in their pursuit to improve customer experience.	(Marshall et al., 1998)
3. ISQ is the collaboration between employees (internal customers) and the organization (i.e. internal service encounters) which is akin to the interactions that take place between the internal and external customers.	(Gremler et al., 1994)
4. ISQ is when an employee is able to accomplish task interdependencies and coordination with other employees or departments in the same organization is vital in achieving their individual work goals.	(Wong et al., 2007))

- 
5. ISQ is made up of a few dimensions like customer intimacy, customer satisfaction, team based improvement plans, communication and managerial implications, (Jun & Cai (2010))

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**Note:** *The most accepted and used definition of ISQ especially in this research is by Stauss (1995) which is highlighted.*

Sharma et al. (2016) introduce EWB as the main concept for ISQ to drive ES, EC and EP. They finally conclude that managers in non-service industries should spend time on improving ISQ and EWB in the organizations and these two constructs have a major effect both directly and indirectly on the employee's performance. However this paper only focuses on a single factory in China, hence restricting the generalizability of the papers findings. This is in line with the service-profit chain (SPC) model, which states that ISQ is a significant driver of employee satisfaction, which in turn increases the motivational levels of employees to provide excellent service to their external customers. ISQ is the "quality of work life itself" and a "visible expression of an organizations culture, one influence in important ways by leadership" (Heskett et al., 1994). According to Parker et al. (2003) individual-level perceptions about their work environment have a major effect on their attitude, motivation and performance at the work place. The Affective events theory (AET) helps model the reasons and significances of specific moods and emotions at work, predominantly in terms of the linkage between job satisfaction, commitment and employee welfare (Weiss & Cropanzano, 1996). AET stresses upon the importance of positivity and the role it can play within the workplace, which is the key foundation of positive organizational behaviours (POB).

The important role ISQ plays in the implementation of organizational goals is compounded by the increasing literature on services marketing. However the development and operationalisation of the SERVQUAL instrument by Parasuraman, used for the measurement of the service quality have led to deliberations on ISQ between academicians and practitioners. It has also been widely accepted that SERVQUAL lacks general transferability among the



broader industry sectors (Ahmed et al., 2003; Babakus et al., 2009; Ballantyne, 2003; Boshoff & Mels, 1995; Bruhn, 2003; Frost & Kumar, 2000, 2001; Gronroos, 1989; Naude et al., 2003; Reynoso & Moores, 1995).

Frost and Kumar (2001) suggest that the effect of ISQ on the performance of an organization depends on the internal set up of the organization and the manner in which employees' opinions and suggestions are given importance as internal customers. The employees' (internal customer) insight is important to the overall performance of the organization. The importance of ISQ has gained importance due to the increase in the understanding by managers and industry professionals that organizations which are successful are the organizations that have accepted and respected the opinions and feedback of the internal customers (employees). This has led to an increase in ownership and higher productivity and performance. Frost and Kumar (2000) state that ISQ plays a vital role in the success of an organization with regards to the competitive environment.

## **2.2 Service Climate**

Schneider (1973) defines service climate (SC) as the culmination of perceptions that customers have of the organization that provides service to them, which is based on certain service-related events. Subsequently, Schneider and his colleagues widened the scope of SC to also include the perceptions of employees with regards to certain events, practices, procedures and behaviours that would get rewarded or which were expected from their different organizations (Schneider, 1980, 1990; Schneider and Bowen, 1985; Schneider, Parkington and Buxton, 1980; Schneider et al., 1992). Schneider et al. (1998) state that the employee's perception about their organization is strengthened, when they are rewarded for delivering quality service. SC in an organization has three aspects, namely: customer orientation, management practices and customer feedback. The more the employee trusts that they will be rewarded for delivering quality service, the stronger are their opinions about the organizations

service climate. Ehrhart et al. (2011) show that organizational functions have a motivational effect on the service climate for delivery of external service quality. A healthy SC can encourage employees to render better quality of service to each other, which leads to a higher degree of ISQ (Mokhtaran et al., 2015). Schneider et al., (2005) state that it may not be possible to create a good SC only with a high ISQ, as it would require more inputs like leadership, management support and a healthy reward system. SC and ISQ can affect external service quality. According to Fung et al. (2017) ISQ has a mediating role in the relationship between SC and employee well-being which is moderated by cultural factors like independence or interdependence.

### **2.3 Role Stressors**

According to Hosie et al. (2019), 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, known as role stressors (ambiguity, conflict and overload), on the performance of managers and their well-being (Beehr and Glazer, 2005). Role ambiguity is a makeup of the employees' assessment of information with regards to their roles, company's expectations, goals and behaviour that required for them to perform effectively. Role conflict is the mismatch between the expectation levels of the employees, their supervisors and the customers. This normally leads to lower job satisfaction, lower performance and higher turnover rates. Hosie et al. (2019) state that managers are the pivot between the demands and expectations of the various stake holders, which in turn influences how the managers perform in their respective role. Role overload on the other hand is the cumulative effect that the various demands of the job role has on an employee that affect the employee's ability to perform various tasks (Singh, 1998).

As per Demerouti et al. (2001) the job-demands-resource theory (JDRT) helps understand the link between managers well-being and their performance by providing a

framework that clearly explains the negative and positive impact of managers job demands and personal resources on their engagement. Barker and Demerouti (2017) further argue that work overload, emotional job demands, physical job demands and work home conflict are risk factors for job burnout and engagement. Based on this, we argue that a lack of supportive service climate that ensures high level of internal service quality, which are necessary to help employees perform at their best, would lead to greater stress on the managers. In other words, perceived service climate and internal service quality would negatively influence the three roles stressors which in turn would affect the manager's well-being, satisfaction, commitment and performance. Role stressors like RA and RC are key contributors to an employee not being able to achieve both – personal and professional goals at the work place (LePine et al., 2005).

Role stressors can be categorized as the link that creates and affects the employees' performance. The three role stressors of RA, RC and RO have become important forecasters of employee behaviours (Jex, 1998). Role stressors do have a negative impact on performance and that factor has been clearly established and recognised (Gilboa, Shirom, Fried, & Cooper, 2008; Jackson & Schuler, 1985; Tubre' & Collins, 2000). Previous research and findings have all submitted that role stressors do have negative effect on the attitudes of employees and their responses to performance (O'Driscoll & Beehr, 1994; Stordeur, D'hoore, & Vandenberghe, 2001). Past studies have also concluded that RA and RC are more likely the causes of different employee responses like satisfaction, anxiety, commitment and performance, than RO (Fried et al., 2008; Jackson & Schuler, 1985; Örtqvist & Wincent, 2006). The three role stressors have dissimilar effects on performance. In fact RA has a negative impact on performance than RC and RO (Gilboa et al., 2008).

### **2.3.1 Role Ambiguity**

Role ambiguity is a role stressor of various dimensions in nature. It encompasses important assessment of information with regards to the employees understanding and definition of their role in the organisation and the organisations expectation from the employee. RA also includes information that is related to the employees' responsibilities, the tasks that are expected for the employee to perform and the behaviours required from the employee in order to excel in their respective roles (Singh and Rhoads, 1991). The increase in RA can disrupt or lead to resentment and an employee who is not satisfied with their job, drop in the performance of the employee and ultimately leading to lower levels of productivity (Singh, 1998). RA is an important feature in role behaviour and commitment (MacKenzie et al., 1998). RA is unclear and ambiguous expectations that an organisation has for an employee, leading the employee to be uncertain about what is required of them by the organisation (Katz and Kahn, 1978). RA creates the most interference in performance (Gilboa et al., 2008).

### **2.3.2 Role Overload**

Role overload is the stress that employees undergo in particular when they are of the opinion that the expectations and the responsibilities are not in sync with their ability or the time frames given to them at the work place. Employees feel that they are unable to perform certain tasks due to the constraints of time and capabilities (Rizzo, House, & Lirtzman, 1970). Ro plays a vital role in the work life balance of an employee, considering the amount time employees spend at the workplace. This can hamper the quality of an employees' life (Crouter, Bumpus, Head & McHale, 2001). In the last decade many studies have focussed on the fact that there has been a significant increase globally in the overall workloads of employees. As per a study by Galinsky et al., (2004), 26% of the workforce in the US have been made to feel

that they have been overworked. In some cases the employees' have felt higher levels of stress due to the amount of work they had to do.

Role overload is also defined as a form of role conflict that an individual experiences due to combined demands stemming from various roles being performed by the individual. These demands are not only time consuming but also energy consuming, which leads to a situation where the individual is unable to perform as the requirements or expectations of the organization or the personal side of life. RO is a time based conflict in the sense that an employee feels the time allotted is insufficient to complete the task or fulfil the demands of the workplace (Greenhaus & Beutell, 1985). Work demands are the tasks that an employee has to meet while working in a particular position of the organisation (Guerts & Demerouti, 2003). In the equation of work-life balance, the number of working hours is an important facet of employment. Working hours is a key contributor to the RO (Barnett et al., 1999). The amount of tasks to complete is disproportionate to the amount of time given to complete the task (Pearlin, 1989)

### **2.3.3 Role Conflict**

Katz and Kahn (2015) suggest that role conflict is when various contradictions and expectations within the organisation or the department clash with each other which results in the uncertainty and difficulty in completing tasks at the work place. RC takes place when demands of a particular role collides with the demands of subsequent role and hence the ability to satisfy either demands is conflicting (Coverman, 1989). These demands that overlap with each other create confliction and hence prioritization of demands is necessary to avoid RC (Hecht, 2001).

Role conflict stems from a situation where an employee is faced with contradictory role expectations and demands that apply to the same role or the demand of others within the

department or organisation (Kahn et al., 1964). RC as a concept can be objective and subjective. The objective part RC is a result of the work environment which involves other employees and the subjective part is the result of mind or psychological conflict due to various environmental factors (Schmidt et al., 2014).

## **2.4 Managerial Well-being**

Managers regularly face challenges and obstacles in the workplace which can affect their mental health and performance, therefore their well-being is important. Organizations need to provide suitable training to managers to encounter such difficulties at the workplace (Martin, 2005; Youssef & Luthans, 2007). An enhanced level of resilience in managers leads to higher job satisfaction, workplace happiness and better organizational commitment (Youssef & Luthans, 2007). Oades and Dulagil (2017) state that an organization requires engaged employees whose enthusiasm can be used positively during interactions with customers in order to provide the customer with effective customer service or interaction. As per Joe et al. (2017) happy and pleasant employees are productive employees. Workplace happiness can have a positive impact on the employee's well-being and health. Wesarat, Sharif & Majid (2015) state that satisfied employees are more productive as compared to those employees who are not happy and who may not entirely focus on an activity or task. Therefore, it is imperative that organizations know what factors can have an impact on satisfaction and well-being. As per Kim et al. (2018) employee happiness has a direct impact on the creativity and innovation of the employee. It is also believed that workers who are motivated, have a higher level of sales as they provide better consumer service.

Sachs (2019) identifies well-being is a high valued goal for most organizations because happier and satisfied employees perform better and higher levels of motivation, usually are more productive individually and also perform better in a group or a team. Williams et al. (2016) reveal that well-being and a balance in work-life is also essential to retain employees.

Maccagnan et al. (2019) highlight the importance well-being and that it is necessary for the company to provide the best work environment and job satisfaction at the workplace. In this context, Rabbanee et al., (2018) show that service managers that invest in organizational resources to enable favourable climates for initiative and psychological safety would motivate employees at work, which would in turn help to attain customer engagement and commitment, and reduce switching intention. However, most of the organizations focus on the employee's well-being as this may decrease their turnover rate and increase performance, but ignore the important role of managers and their well-being (Hosie et al., 2019). We argue that it is a must for organizations to develop good policies and procedures for well-being of managers as well so that they can create a good impact on the workforce which leads to satisfaction, commitment and better performance.

The productivity and performance of an employee are positively correlated with their well-being and overall health (Williams et al., 2016). Therefore, investing in program that positively affect the well-being should be a part of the values and culture of an organization. Most of the organization are focusing on the physical health of the employees by offering membership at the gym, car sharing scheme, and cycle to work programs by encouraging the employees to get active and by providing options of healthy food and drinks at their canteens to offer better choices of a nutritionally balanced diet. According to Neumeier et al. (2017) describe that workplace happiness and well-being have a positive impact on the performance of staff as well as on organizational productivity. It is because happy and motivated employees are more productive and can increase their performance and productivity at the workplace. In the organization, the employee's well-being enhances productivity because it leads to higher engagement so happy workers are more mentally present at the workplace. It is necessary for the company to provide security and safety tools to their employees to decrease the accident in

the organization. If employees are safe and secure and they are happy with their work then they can increase their productivity.

Nierenberg et al. (2017) describe that happy employees are more loyal at the workplace or to the organization. Happy employees are additionally flexible, and they are more likely to stay with their manager for an extended period of time, decreasing the turnover rates. A lower company turnover means less time and money to spend on training and hiring of new workers and employees as well as fewer showdowns or breaks in productivity for the purpose of training the new employees. Fritz & Lyubomirsky (2018) suggests that the manager should encourage and also enable honest and open two-way communication with their employees. An employer should keep their employees up to date and should involve them with the main decision making of business to make the employee feel valued, directly enhancing the desires of employees to perform better in their role. Employees will also feel free to discuss any problems they have which may have an impact on their performance at the workplace. If the employees are promoted to work actively together and also respect each other, then in instances when a worker does open up regarding any problems that are affecting their performance, other team members can come together to assist the affected employee by sharing the work load. On the other hand, there are also positive ways in which the manager can empower the employees to maintain and nurture their well-being, personal health, and work-life balance by offering them with the relevant tools and skills, on a regular basis.

## **2.4.1 Managerial Well-being Outcomes**

### **2.4.1a Managerial commitment**

It is a connection that exists between managers and their organization which has a substantial effect on their performance (Becker et al., 1996; Meyer et al., 2004; Rubin and Brody, 2011). Managerial commitment is a psychological state that indicates the strength of



managers' association with their organization and shows their intent to maintain this association.

#### **2.4.1b Managerial satisfaction**

Griffin and Moorehead (2013) define employee satisfaction as a feeling of fulfilment that employees derive from their job; it can be their contentment to work or not, whether they recognize the meaningfulness of their job or the degree to which their job has a negative physical or psychological effect on them. Employee satisfaction is accepted as one of the most important drivers of employee service quality, loyalty and productivity (Matzler and Renzl, 2006). Earlier research also divulges that ISQ helps employees perform better in their jobs, which increases their overall satisfaction (Chiang and Wu, 2014; Hallowell et al., 1996; Loveman, 1998; Nazeer et al., 2014; Pantouvakis, 2011). In this research, we extend this concept to include the satisfaction level of managers across different levels within an organization.

#### **2.4.1c Managerial Performance**

In recent years, managerial work has become ever more difficult and perplexing with globalization, restructuring, focus on short-term results and the advances in technology. This has increased the demands on managers and their performance (Ohlott, Bhandary, & Tavares, 2003; Porter, 2001). For managers to succeed in this uncertain environment, they not only need to be highly motivated, but the type of motivation is an important determinant with regards to their performance and effectiveness to their organization (Porter, 2001).

### **2.5 Managerial Levels**

The definition of managerial levels is the position a manager occupies in the organisations hierarchical structure. Past discussions have highlighted the importance of managerial levels and have also pointed out that organisations have streamlined the levels of

management with the introduction of technology and the effect of the pressures of globalisation on the bottom line (Frucot & White, 2006). This has led to managerial levels being broadly categorized into three levels:

### **2.5.1 Junior Manager**

Junior managers or lower level managers are managers who typically lead a function that contributes directly to the products or services the organization creates (Ghoshal & Barlett, 1999). The progression of junior managers to the next level of management is largely due to the training and guidance provided by the line manager, in this case the middle manager. It is important for managers to learn and progress as this leads to the organisation gaining a competitive edge in a challenging business environment (Manikutty, 2005).

### **2.5.2 Middle (mid-level) Manager**

Middle level managers are managers who occupy a central position in organizational hierarchies, where they are responsible for implementing senior management plans by ensuring junior managers or staff fulfil their roles (Ghosal & Barlet, 1999). Middle managers are often sandwiched in between the junior managers that they manage and the senior managers who they report into (Hyde et al., 2013). As per Beck & Plowman (2009) middle managers play an important part in both communicating and implementing the organization goals. Middle managers help interpret organizational events and goals to employees and hence considered as key communicators which helps in motivating employees. According to Haneberg (2010) high impact middle management system directly affects the effectiveness of an organization as it focuses on people in the middle management, who are key to any organizations performance.

### 2.5.3 Senior Manager

Senior managers are responsible for developing the organization's strategy and being an overseer for its vision and mission (Ghoshal & Barlett, 1999). Senior managers have the additional responsibility of being a trainer or mentor for the middle managers in order to build a healthy down line of managers. Senior managers must make use of the experience of the middle manager and nurture them into bigger roles within the organisation by providing training programmes that will help develop the middle manager further (Manikutty, 2005).

### 2.6 Research Gaps

Previous studies (Sharma et al. 2016; Fung et al. 2017; Hosie et al. 2019) show that service climate and internal service quality positively influence employee well-being and performance, however, they do not explain the socio-psychological mechanism underlying this phenomenon. As these studies were conducted with factory employees in China and with employees in a multinational B2B engineering firm hence it is not clear to what extent these findings would apply to other industry types (e.g., services) and levels of employees (e.g., managers). Hence this study focuses on the gaps mentioned below.

**Gap-1:** Study 1 was conducted with factory workers in China, hence their findings may not be applicable to managers and restricting its generalizability (Sharma et al. 2016)

**Gap-2:** Study 2 was conducted only with employees of a B2B engineering firm, hence not clear as to whether it would apply to other industry types and to different levels of employees (e.g. Managers) (Fung et al. 2017)

**Gap-3:** Study 3 dwells into the pressures on managers and their expectations, but does not distinguish between the various levels of managers, hence it is not clear whether it applies to managers of different levels (Hosie et al. 2019)

## **2.7 Chapter Summary**

This literature review has provided in detail the facets of the various elements and factors with regards to the conceptual framework proposed in this research. It also goes on to further explain the mediating role of role stressors and the moderating impact of managerial levels on managerial outcomes.

## **CHAPTER 3: THEORETICAL FRAMEWORK AND HYPOTHESES DEVELOPMENT**

### **3.1 Overview**

In this chapter we discuss the conceptual model of this research which is established and based on the appropriate literature as discussed in the literature review section of this thesis. The conceptual model focuses on the impact of SC and ISQ on managerial outcomes and the effects of roles stressors on managerial levels. It further expands into the argument that ISQ partially mediates the negative effect of SC on role stressors and fully mediates its positive effect on MWB. RS on the other hand would fully would fully (partially) mediate the positive impact of service climate (internal service quality) on MWB, which in turn would positively affect their MS, MC, MP. Moreover, this research also suggests that managerial level would negatively moderate the impact of SC and ISQ on RS.

This chapter is separated into three broad sections: the theoretical background, the conceptual model and the explanation of the hypotheses and the summary.

### **3.2 Theoretical Background**

This study is a combination of the ideas proposed by Sharma et al. (2016) and Fung et al. (2017) with along with the ideas of Hosie et al. (2019) and creating a conceptual model with a set of precise hypotheses (Table 3.1). EWB plays a vital role in the creation of ISQ, which in turn results in ES, EC and EP. ISQ and EWB are two main factors in an organisation that can have an effect on an employees' performance, both directly and indirectly (Sharma et al., 2016). This outcome is in tandem with the Service-Profit Chain (SPC) model. Further the perceptions of individual with regards to their work environment has a substantial effect on their performance and motivation at the workplace (Parker et al., 2003).

As per Weiss and Cropanzano (1996) the Active Events Theory (AET) helps in determining the reasons and the impact of these emotions and perceptions and their association with JS, EC, EWB. The AET lays emphasis on the importance of positivity and its effect on POB. As we have discussed earlier in this study that ISQ and PSC have an effect (mediations) on RS which in turn has an effect on MWB, the Job-Demands-Resource Theory (JDRT) puts into context a framework that explains the negative and positive impact of the managers job demands and the linkage between MWB and MP ( Demerouti et al., 2001).

**Table 3.1 – Past studies**

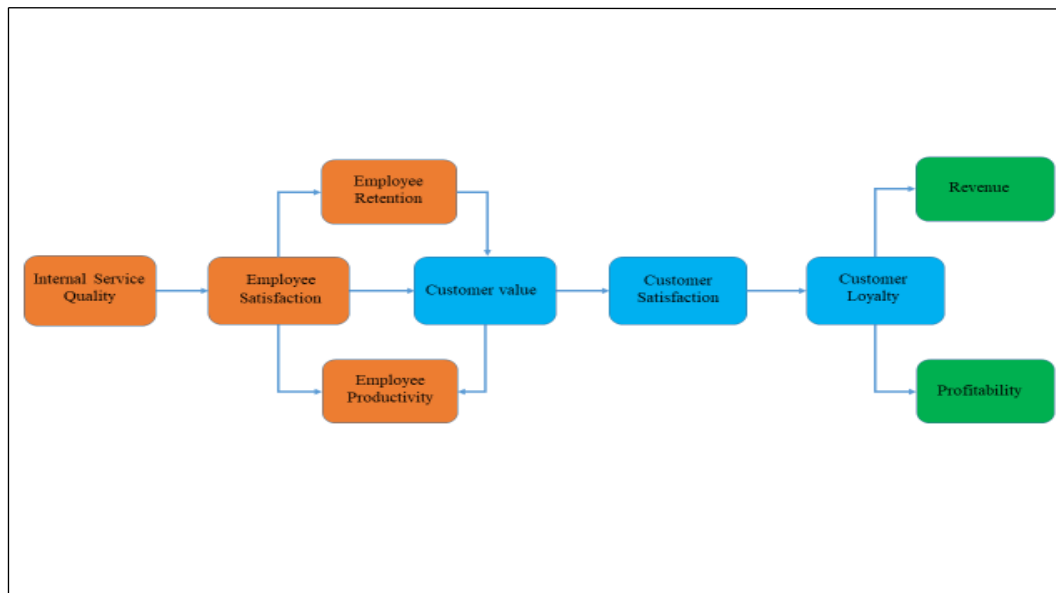
Author	Study	Gaps
<ul style="list-style-type: none"> <li>Sharma et al. (2016)</li> </ul>	<ul style="list-style-type: none"> <li>Study the impact of internal service quality on employee well-being and performance with factory workers in China</li> </ul>	<ul style="list-style-type: none"> <li>However their findings may not be applicable to managers. They also ignore the role of service climate and role stressors in this process.</li> </ul>
<ul style="list-style-type: none"> <li>Fung et al. (2017)</li> </ul>	<ul style="list-style-type: none"> <li>Study the impact of service climate on internal service quality and employee performance in a multinational B2B engineering firm,</li> </ul>	<ul style="list-style-type: none"> <li>They do not study the differences in the levels of employees and also ignore the impact of role stressors.</li> </ul>
<ul style="list-style-type: none"> <li>Hosie et al. (2019)</li> </ul>	<ul style="list-style-type: none"> <li>Explore the impact of role stressors on managers and their performance</li> </ul>	<ul style="list-style-type: none"> <li>Do not distinguish between the various levels of managers and also ignore the roles of service climate and internal service quality, which restricts the generalizability of its findings</li> </ul>

### 3.2.1 Service-Profit Chain Model (S-PC)

The S-PC model states that ISQ is a major driving force of ES and ES in turn leads to higher motivational levels of employees, which in turn provides better service to the external customer (Hesket et al., 1994). ISQ plays an important role in building an atmosphere for positive organizational behaviours (POB) in an organisation. Researches have invested substantial time and effort into the understanding the direct link between ES and the impact it has on the organisations performance (Batt, 2002; Koys, 2001; Lau, 2000).

The S-PC model suggests that SC and ISQ can contribute to the overall performance and profitability of the firm in five different inferences: (1) the profitability and growth of the organization increase with the increase in customer loyalty; (2) the loyalty of the customer (internal and external) is a consequence of customer satisfaction; (3) the significance of service provided determines the level of customer satisfaction; (4) the more motivated, dedicated and productive the employees' are the better the value created; and (5) the more satisfied the employees are, better are the results are of the services delivered to the customers (Heskett et al., 1997). There is a link between ES, loyalty and EP (Stank et al., 1999; Yeung & Ennew, 2000; Yeung et al., 2002). A study by Yee et al., (2009) focuses on the contradictory elements of ES, loyalty and overall profitability.

**Figure 3.1: Service Profit Chain Model**



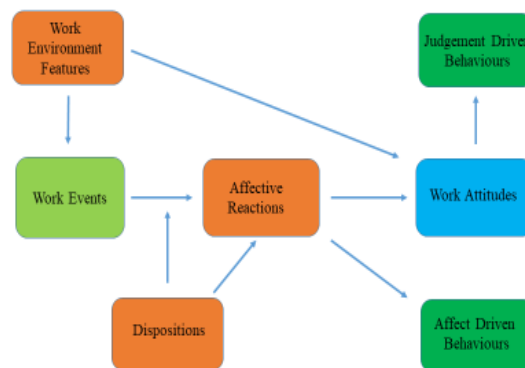
Source: Heskett et al. (1994:166)

### 3.2.2 Active Events Theory (AET)

This theory posits that the working environment demands produce “affective events” that create emotional responses or reactions in employees which are further linked to their attitudes and behaviours. AET workplace events can initiate affective responses in employees that will affect their attitudes and behaviours, laying the foundation and importance of POB like employee happiness, motivation, optimism and ownership (Ashton and Ashkanasy, 2008). Therefore AET is applicable and important for a healthy SC and ISQ. Similar to SC and ISQ, AET deals with work place emotions (Weiss, 2002; Weiss & Cropanzano, 1996). AET measures behaviours correlated to employee performance (Weiss & Beal, 2005). The AET macro structure is depicted below in figure 3.2.



**Figure 3.2 Affective Events Theory: Macro Structure**



Source: Weiss and Cropanzano (1996)

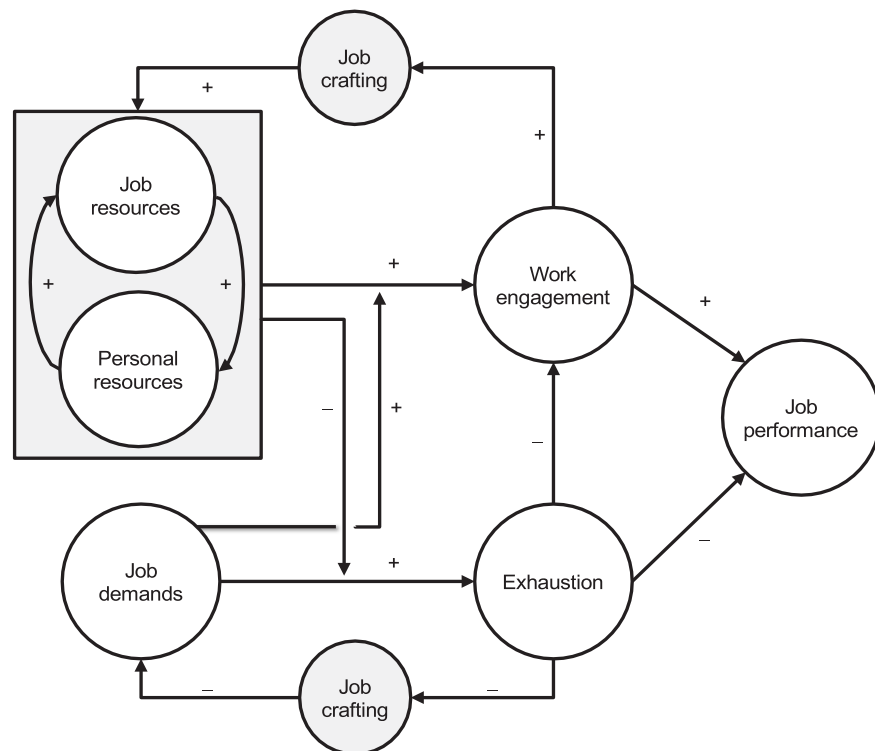
### 3.2.3 Job-Demands-Resource Theory (JDRT)

The job-demands resources theory (JDRT) helps researchers to understand the correlation between manager's happiness and the effect of that happiness on their individual performance. It provides a model that outlines the negative and positive effect of the manager's job demands and personal resources and the bearing it has on their engagement (Demerouti et al., 2001).

It was further learnt by Bakker and Demerouti (2017) that work overload, emotional job demands, physical job demands and work home conflict are risk factors for job burnout and engagement. The JDRT has been actively used to forecast job burnout (Bakker et al., 2005; Demerouti et al., 2001). The wide acceptance of the JDRT is largely due to its flexibility and applicability to all work environments just by using two sets of classification- job demand and job resources (Bakker et al., 2008).

This theory is used in this research and is applicable to this research in terms of the evidence that supports the role of a wide array of job resources that can result in job burnout which in turn results in job exhaustion and skepticism. Therefore the high job demands (role stress) of managers can be alleviated by the organisations that provides them with positive job resources like independence to work, support from their supervisors and positive feedback on their individual performance. In terms of managers, a well thought of application of the JDRT can result in the increase of the effective well-being of managers (Schaufeli and Taris, 2014). Hence JDRT is used to as a lens to examine role stressors (RS) and its bearing on MP.

**Figure 3.3: Job Demands Resources Model**

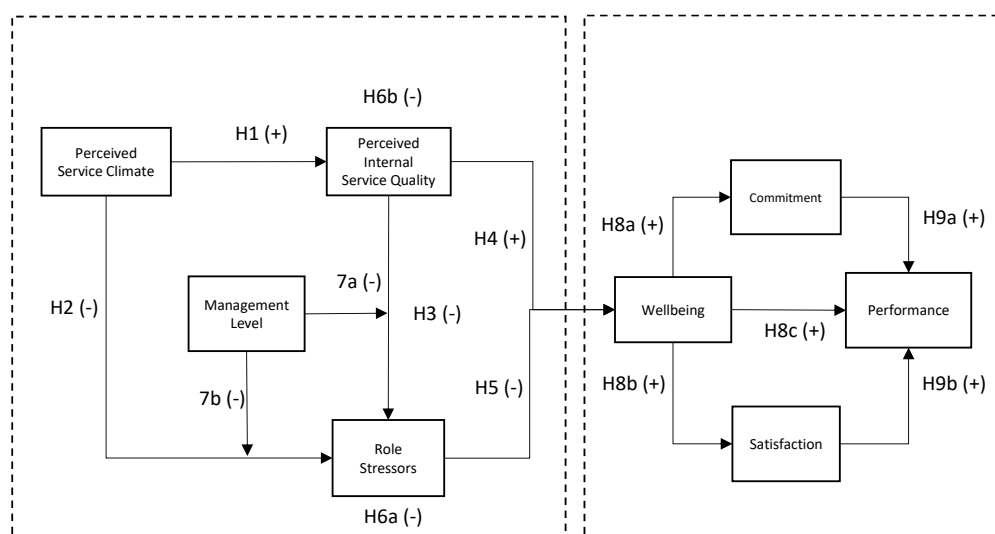


Source: Demerouti et al. (2001)

### 3.3 Conceptual Model and Hypotheses

In line with the identified research gaps in section 2.7, the research questions in section 1.4 and the research objectives in section 1.5, a conceptual model is developed in conjunction with the three past studies of Sharma et al. (2016), Fung et al. (2017) and Hosie et al. (2019). The main focus of this research is to decipher the influence that SC and ISQ have on MC, MP and MS. More importantly this study also looks into the effect of RS and managerial levels on MWB and ultimately MC, MS and MP. Therefore a conceptual model was developed which is depicted below which consists of eight hypotheses.

Figure 3.4: Proposed Conceptual Model



Accordingly this study examines three different relationships: (1) the direct relationships (2) mediating relationships and (3) moderating relationships. The direct relationships include the positive impact of perceived service climate (PSC) on ISQ (H1), the negative impact PSC has on RS (H2), the negative impact of ISQ on RS (H3), the positive impact of ISQ on MWB (H4), and RS has a negative impact on MWB (H5). MWB has a

positive effect on MC (8a), MWB has a positive effect on MS (8b) and MWB has a positive effect on MP (8c). MC has a positive effect on MP (9a) and MS has a positive effect on MP (9b).

The mediating relationships include RS fully mediate the negative effect of PSC on MWB (H6a), RS partially mediate the positive effect of ISQ on MWB (H6b). The moderating relationship tested include managerial levels negatively moderates the effect of ISQ on RS (H7a) and negatively moderates the impact of SC on RS. The above mentioned hypotheses are diagrammatically illustrated in figure 3.4. A further description and discussion of the hypothesis are detailed below.

### **3.4 SC and ISQ**

There has been extensive research with regard to SC which was first introduced five decades ago by Schneider (1973). In the literature review chapter (section 2.2) we have discussed in detail the concept of SC and its impact on well-being and ISQ. However, Schneider et al. (2006) further studied the concept of SC and concluded that SC depends on the willingness and the added importance that management is willing to invest towards service quality. This is across all the activities in the firm. Schneider et al. (2005) argued that while SC is dependent on ISQ, a high ISQ alone is not the only factor that can determine a good and healthy SC. However SC can affect employee well-being, through the mediation of ISQ. Cultural factors can moderate this effect (Fung et al., 2017). In this scenario the SP-C model is applicable which posits the ISQ is a key factor in ES that leads to better service. As per Mokhtaran et al. (2015) a healthy SC promotes and encourages better quality of service which by default leads to higher or better ISQ. Based on this, the following hypothesis is put forth:

***H1: Perceived service climate is positively related to internal service quality.***

### 3.5 SC and RS

The concept of SC and ISQ have been discussed widely in the earlier sections of this thesis (Section 2.1, 2.2). As per Eatough et al. (2011) role stressors (RA, RC and RO) can stimulate undesirable emotions. This can have an adverse effect on SC and ISQ. However on the contrary, if the ISQ and SC levels are high, SC and ISQ can negate the effect RS. Therefore this research proposes:

***H2: Perceived service climate is negatively related to role stressors.***

***H3: Internal service quality is negatively related to role stressors.***

However it is important to note that while measuring the above mentioned hypotheses, the negative effect of PSC and ISQ was measured on all three role stressors (RA,RO,RC) individually.

### 3.6 ISQ and MWB

Sharma et al. (2016) in line with the SP-C model that states ISQ is an important lever in employee satisfaction, presented EWB as the main factor for ISQ to effect ES, EC and EP. They concluded that managers in organisations need to focus on ISQ and EWB as these two factors play a vital role in the performance of an employee, both directly and indirectly. Accordingly, the following hypotheses are offered:

***H4: Internal service quality is positively related to managerial well-being.***

### 3.7 Mediating Role of Role Stressors

As argued earlier, managers are increasingly coming under greater levels of stress, possibly due to growing demands in their workplace coupled with the changing work

environment with the influx of office automation and new technologies (Hosie et al., 2019). These stressors due to the unique role played by managers is likely to affect their well-being. In today's work environment, managerial work has become ever more difficult and perplexing with globalization, restructuring, focus on short-term results and the advances in technology. This has increased the demands on managers and their performance (Ohlott, Bhandary, & Tavares, 2003; Porter, 2001). For managers to succeed in this uncertain environment, they not only need to be highly motivated, but the type of motivation is an important determinant with regards to their performance and effectiveness to their organization (Porter, 2001).

In addition to the direct effect of role stressors on managerial well-being, it may be argued that the negative impact of perceived service climate and internal service quality may also influence managerial well-being but these effects would be mediated by these role stressors because emotions are one of the central pathways between stressful work events and outcomes as suggested by AET (Weiss and Cropanzano, 1996). Specifically, emotional reactions to adverse work events are expected to affect employee behaviours and attitudes (Kuba and Scheibe, 2017). Therefore we hypothesize the following:

***H5: Roles stressors is negatively related to managerial well-being.***

***H6a: Roles stressors fully mediate the negative relationship of perceived service climate on managerial well-being.***

***H6b: Roles stressors partially mediate the positive relationship of perceived internal service quality on managerial well-being.***

### **3.8 Moderating Impact of Managerial Levels**

The influence of managers on employee performance varies with the different levels of managers. Junior managers have limited influence as they typically lead a small segment of

employees and are very task oriented. Middle managers make up the largest segment of managers in an organisation and are the implementers of the strategy, plans and goals of the senior management. Middle managers are the link between senior management and the junior managers and staff. Senior manager's roles are more strategic in nature. Senior managers have a limited influence on lower level employees compared to middle managers (Heyden et al. 2017). Leadership of middle managers has a direct effect on the performance of employees below them in terms of hierarchy and a cascading effect on the first level of supervisors below them (Harding et al. 2014; Yang et al. 2010). Back et al. (2019) state that top level manager's focus more on strategy and systems, whereas the middle managers focus is on implementation through motivation and involvement of employees.

Middle level managers are crucial for ensuring that communication reaches the employees at lower levels. Middle managers play an important role in ensuring that employees understand their roles and duties, and are aware and aligned with the company's goal (Beck & Plowman, 2009). According to Haneberg (2010), organizations that invest and create a strong middle management culture show higher levels of employee well-being. It is the middle managers that have an effect on an employee's performance as the middle managers ensure that the strategy of the organization is understood and put into practice as per the goals of the organization. It is this level of managers that interact with the employees regularly and keep the employee's motivated and engaged at all times. We argue that these differences in the role of managers at different levels would also translate in their ability to convert a positive service climate and internal service quality into role stressor. In other words, we posit that managerial level would negatively moderate the impact of service climate and internal service quality on role stressors, wherein senior managers would be able to dampen these negative effects with their greater experience, compared to their relatively junior counterparts. Finally we

hypothesize the final three hypotheses which are further broken down into individual constructs as follows:

***H7: Managerial level negatively moderates the relationship of a) internal service quality, and b) perceived service climate, on role stressors.***

***H8: Managerial well-being is positively related to managerial a) commitment, b) satisfaction, and c) performance.***

***H9: Managerial a) commitment, and b) satisfaction have a positive relationship to managerial performance.***

### 3.9 Chapter Summary

This chapter has been summarized in the table below (Table 3.1) which contains the hypotheses, which are hypothesized based on exiting and relevant literature along with the research questions and the research objectives.

Table 3.2 Summary of Research Questions, Objectives, and Hypotheses

Research Question	Research Objective	Research Hypothesis
<b>RQ1.</b> Does PSC have a positive or negative effect on ISQ?	<b>RO1.</b> To investigate the mediating effects of three role stressors (ambiguity, conflict and overload) on the socio-psychological process by which Service Climate and Internal Service Quality affect managerial Well-being	<p><b>H1:</b> Perceived service climate is positively related to internal service quality.</p> <p><b>H2:</b> Perceived service climate is negatively related to role stressors.</p> <p><b>H3:</b> Internal service quality is negatively related to role stressors.</p>



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**RQ2.** Does ISQ partially mediate the negative effect of SC on RS?

**RO2.** To investigate the mediating role of managerial well-being in the influence of internal service quality and role stressors on the other managerial outcomes, including satisfaction, commitment and performance.

**H4:** Internal service quality is positively related to managerial well-being.

**H5:** Roles stressors have a negative relationship on managerial well-being.

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**RQ3.** Does ISQ fully mediate the positive effect of SC on MWB?

**RO3.**To examine the moderating role of managerial level on the impact of Service Climate on Role Stressors, as well as Internal Service Quality on Employee Well-being.

**H6a:** Roles stressors fully mediate the negative relationship of perceived service climate on managerial well-being.

**H6b:** Roles stressors partially mediate the positive relationship of perceived internal service quality on managerial well-being.

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**RQ4.** Does RS fully mediate the negative effect of PSC on MWB?

**RQ5.** Does managerial level negatively moderate the effects of a) internal service quality, and b) perceived service climate, on role stressors?

**RO3.**To examine the moderating role of managerial level on the impact of Service Climate on Role Stressors, as well as Internal Service Quality on Employee Well-being.

**H7:** Managerial level negatively moderates the relationship of a) internal service quality, and b) perceived service climate, on role stressors.

**H8:** Managerial well-being has positive relationships on managerial a) commitment, b) satisfaction, and c) performance.

**H9:** Managerial a) commitment, and b) satisfaction have positive relationship on managerial performance.

---

## CHAPTER 4: RESEARCH METHODOLOGY

### 4.1 Introduction

The methodology used in research for data collection and analysis is important to enable the use of systematic tools and techniques to analyse the data collected in an effective way to resolve the research gaps and test the hypotheses (Kumar, 2019). In this study the researcher uses the mixed methods approach. In the initial phase the researcher used a structured questionnaire to collect data through an online panel company from managers across different managerial levels in the retail industry of Australia. The data was analysed using Structural Equation Modelling (SEM) to help test all the hypotheses. In the next phase (qualitative), the researcher will conduct semi-structured interviews with managers at different managerial levels, 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 the other outcomes derived from the quantitative phase. Using a mixed method approach will assist this research in improving and developing a practical understanding of this study's issues and problems (Mackey & Gass, 2015).

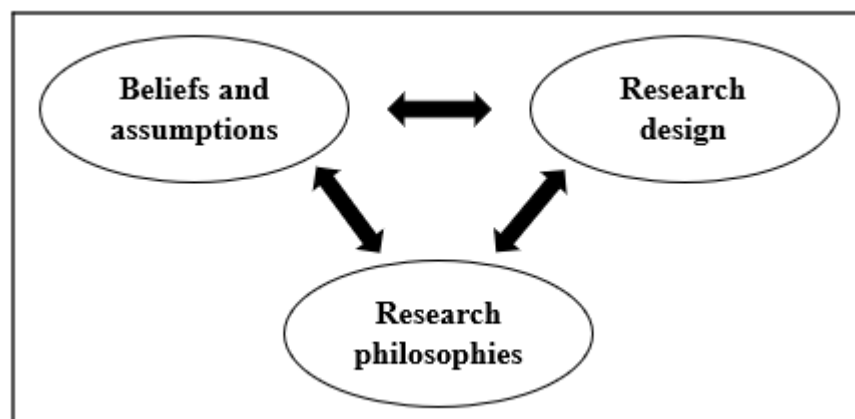
In this chapter we dwell into the justification of the research methodology used in this research to study the proposed relationships within the various research paradigms that are used in the conceptual framework. This chapter is further segregated into ten sub sections like research philosophy, research approach, methodological choice, research strategy, questionnaire development, sample design and size, data collection, preliminary data testing, data analysis and finally the ethical considerations. At the beginning of the chapter we define and discuss the meaning of research philosophy which is followed up by a discussion on the different types of research philosophies available and in particular the research philosophy

chosen to conduct this research. A further understanding of the research strategy and the development and use of research tools for collection of data and the analysis of the same. Finally this chapter ends with the addressing of ethical concerns and a summary of the above.

## 4.2 Research Philosophy

Research philosophy is a term that is used for the method inculcated for procuring knowledge (Ritchie and Lewis, 2001). There are three different types of research philosophies namely: Ontology, Epistemology and Axiology. A philosophical approach allows the researcher to adopt an approach which is most suited to the research, which is a result of the research gaps or research questions (Saunders et al., 2009). In this research, the researcher uses the positivism approach which is a part of the Epistemology philosophy. Positivism was chosen as it is based on measurable observations and can be statistically analysed. The pictorial explanation is available in figure 4.1.

Figure 4.1: Research Philosophy



Saunders et al., (2016:126)

#### **4.2.1a Ontology**

In philosophical terms Ontology is considered as the study of our existence and the structure of being (Killam, 2013). When researchers use the ontological assumptions, it is with regards to how the researcher comprehends and explores the research area. Ontology is divided into two segments: objective and subjective ontology. In research when an objective ontological assumptions is used, the researcher believes that there is a reality that exists and that particular reality can be scientifically measure and interpreted (O'Gorman & MacIntosh 2015). However researchers that use subjective ontology are of the assumption that reality exists and can be measured using different methods (Saunders et al., 2016).

#### **4.2.1b Epistemology**

In the scope of epistemology beliefs, imaginations, inferences, reflections, perseverance are the basis of this philosophical belief and structure. Epistemological principles are important and fundamental to investigatory methods. Epistemology addresses the questions that arise from justification of beliefs or the negating of skepticism. It can also be considered as arm of philosophy that deals with the limitations and possibilities of human knowledge (Rawnsley, 1998)

#### **4.2.1c Axiology**

As per Saunders et al. (2016) axiological concepts are the concepts that reflect the researchers' ethics in the process of the research conducted. The values used in the research by the researcher is reflected in this concept. Axiology is considered as the dogma of values (Bahm, 1993)

#### 4.2.2 Philosophical Perspective

Pragmatism, interpretivism, positivism, postmodernism and critical realism are the five main research philosophies that provide a context for describing learning and research designing and instructions (Schuh & Barab, 2008). All of the five philosophical perspectives are derived by either ontological, epistemological or axiological research philosophies or approaches. The five philosophical perspectives make up a framework that determines the nature of conducting the research (Saunders et al., 2016). Among the five philosophies, positivism is the most regularly and commonly used philosophical perspective in research.

*Pragmatism:* It is a perspective that can be construed in multiple ways including the use of scientific research. A pragmatist approach is to evaluate the world and the various theories that are in existence about the world and their effect uses (Saunders et al., 2016).

*Interpretivism:* This perspective is a form of critical realism that supports the positivist critique but in hindsight depends on a subjectivist approach. This perspective affirms that humans are dissimilar to physical marvels as they can establish meanings (Saunders et al., 2016).

*Positivism:* A positivist perspective is one that is embedded in natural sciences and which in turn develops reality. It emphasizes on the truth and social effects in society. This perspective is built on the hypothesis that reality is existent and can be understood or identified and measured. Positivists put forth that knowledge should be established objectively, in the absence of the researchers' values or the influence of the participants in its improvement (Park et al., 2020).

*Postmodernism:* This perspective basically questions all established facts by being skeptical about them. Postmodernism believes in changing the object entirely (Foster, 1983)

*Critical realism:* This is a perspective that believes in the presence of a world. In comparison to positivism and interpretivism, this perspective fits a large array of research methods. It focusses on the selections of the crux of the study and what is derived from it (Easton. 2010)

#### **4.2.3 Philosophy of Choice – Positivism**

In this research, the researcher uses the positivism approach which is a part of the epistemology philosophy. Positivism was chosen as it is based on measurable observations and can be statistically analysed. A philosophical approach allows the researcher to adopt an approach which is most suited to the research, which is a result of the research gaps or research questions (Saunders, Lewis, & Thornhill, 2009).

A positivist perspective was embraced with intentions to explore the negative and positive impacts PSC and ISQ have on MWB, and the mediating effects of ISQ on the relationship between SC and RS, the moderating effect of management levels on the relationship between PSC and RS. The effects of MWB on MC, MS and MP. Moreover a positivist approach was adopted as the results can be replicated and the generalized as they have been derived using scientific methods and calculations.

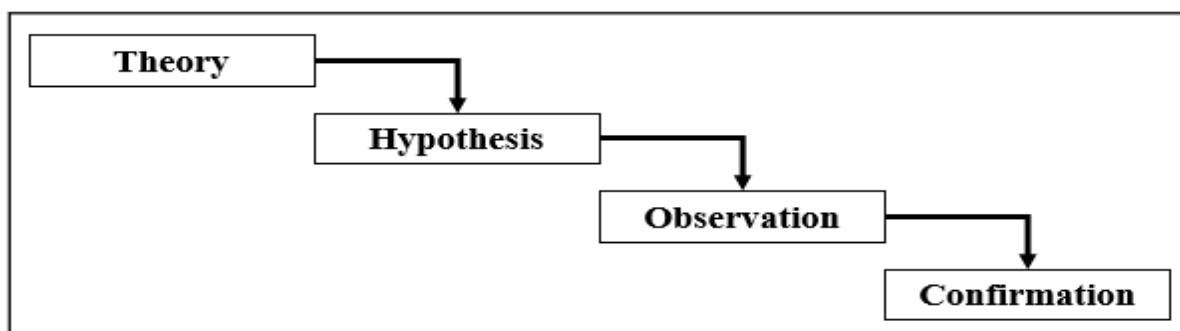
As per Saunders et al. (2016) positivist studies tend to be impartial and are more or less disconnected from the research sample, therefore creating an unbiased and un-influenced finding. By using a questionnaire through an online software – Qualtrics, the researcher has managed to create an unbiased and un-influenced study. Keeping these factors in mind, the researcher is of the belief that the positivist perspective is most suited for the study and to test the set of hypotheses.

### 4.3 Research Approach

There are basically two research approaches –*inductive and deductive*. The inductive approach primarily focuses on the creation of new theory through the collection of data, post which theories are developed. It is often termed as a bottom-up approach as it starts off with a narrow focus area and then expands to a wider focus area. The deductive approach is quite the opposite of the inductive approach, it begins with wide range and then gradually narrows down. It has been termed as funnel or top-down method. In the deductive approach the researcher uses a set of pre-existing theories, where hypotheses are developed and then data is collected to test the hypotheses based on the exiting theories (Saunders et al., 2016)

An deductive approach is used in this research as the researcher has a set of pre-developed hypotheses that will tested and measured using the data collected through the mixed method approach. Being a positivist study the deductive approach is adopted (Crowther & Lancaster, 2008). This is consistence with the theoretical and practicality of this study.

Figure 4.2: Deductive Research Approach



Source: Trochim and Donnelly (2001).

#### 4.4 Methodology Choice

As per Saunders et al. (2016) there are basically two methods to collect data – quantitative method and the qualitative method. However some researchers have combined both the above mentioned methods and created a third method, which is the mixed method. The research method is decided by the researcher depending on the type of data required for the research. The methodology can also be stated as the research method to be used in the research for accomplishing the study. The qualitative research is the research in which open question is asked and the respondents are observed but the information or data collected cannot be measured and quantified (Neuman & Robson, 2014). On the other hand, quantitative research is very different from qualitative research.

This research focuses on collecting the information which can be quantified and can be measured in numerical terms and manners (Silverman, 2018). This is the objective of the study and it relies on the statistical measures to accomplish the research. The qualitative research can provide a general understanding of the topic only and it can provide insight into the research problems. On the other hand, quantitative research helps to qualify the collected data and generalize the information. Small numbers of samples are included in the qualitative research while quantitative research requires large numbers of the sample. Unstructured techniques are used in qualitative research while quantitative research can be conducted using structured techniques. The structured techniques can be stated as the techniques which are set previously and are accomplished in a predetermined way only without change (Bryman & Bell, 2015). In this study, the researcher used both, the quantitative method of research and the qualitative method of research to attain the aims of the study. The quantitative research method helped the researcher to prove the hypothesis made in this research (Mackey & Gass, 2015).



The quantitative research helped to view and measure the responses of the participants by quantifying the responses based on the questions and answers. The qualitative study was used in a way to evaluate the results of the quantitative study by conducting semi structured interviews with managers at various levels. This helped in measuring the results effectively and providing good support to the research to reach an effective result. Therefore one can say that the researcher used a mixed method approach in this research.

#### **4.5 Research Strategy**

The research strategy helps the researcher to effectively apply techniques and tools for collecting data and to analyse the data collected. It is an effective method to improve the overall quality of the data collected for the research. There are different types of research strategies to collect data like experiments, interviews, observations, surveys, etc. (Maxwell, 2012). In this research the researcher used the survey strategy and developed a questionnaire that was used to collect data. Further a shorter version of questionnaire was used in the qualitative phase that helped validate the results of the quantitative study.

In this study the researcher uses the mixed methods approach. In the initial phase (quantitative) the researcher used a structured questionnaire to collect data from an online panel of managers across different managerial levels in the retail industry in Australia. A 7-point Likert scale was used in Qualtrics to collect the data from the participants. The data was extracted from Qualtrics to SPSS and further analysed using Structural Equation Modelling (SEM) with AMOS to help test all the hypotheses.

In the next phase (qualitative), the researcher will conduct semi-structured interviews with managers at different managerial levels, 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 the other outcomes derived from the quantitative

phase. The results of the quantitative phase will be shared with the participants of the semi-structured interviews to gain further insight into the results.

The mixed method approach assists this research in improving and developing a practical understating of this study's issues and problems

#### **4.5.1 Online Survey**

The work wide web (WWW) is a great instrument and stage for one to conduct research surveys. There are basically two categories of online surveys that are available in today's world for researchers to collect data – email (electronic mail) and the web based survey (Van & Jankowski 2006).

The researcher used an online survey to collect data for the quantitative study. The main reason to conduct an online survey was the scalability in terms of the number of participants that were required or in other words the sample size. Time was also a factor considering the large sample size and the demographics involved. Accessibility was also taken in consideration, with the fact the research focussed on managers of different levels, therefore getting access to target sample could have been an issue and also time consuming.

In order to minimize the above mentioned issues, it was decided to go ahead with the online survey. However, conducting a survey needs a web platform or a web company that conducts surveys for various other reasons and organisations. Therefore the for the quantitative study the researcher chose Researchify Pty Ltd which is a market research company and a panel operator that has its speciality in online data collection for the past 20 years. They take pride in their turnaround times and the efficient responses that they surveys garner. With access to over 100000 active panellists and staff to monitor the survey and quality of the respondents, made Researchify Pty Ltd an obvious choice. Figure 4.3 puts this into perspective.

**Table 4.3: Characteristics of Sample Data**

<b>Demographics</b>	<b>Researchify Users Data (%)</b>
<b>Gender of panellist</b>	
Male	48
Female	52
<b>Age of panellist</b>	
Under 18	3
18-24	19
25-34	34
35-44	23
45-54	8
55-64	5
65+	8
<b>Regional breakup of population</b>	
NT	.5
NSW	29
QLD	20
VIC	28
SA	10
WA	9
TAS	2.5
ACT	1
<b>Education of panellist</b>	
Primary School	14
High School	33
Diploma/Degree	42
Post-graduate	11
<b>Marital Status of panellist</b>	
Single/Married	53
Living with partner	40
Separated/Divorce	7

Source: Researchify Pty Ltd. (Panel Book)

Duffy et al. (2005) mention that online surveys have certain issues. On such issue is a sampling bias. Being an online survey which is internet based, there is a possibility that participants who do not use internet or are not technically savvy, will be omitted from the survey. However in comparison to the other forms of surveys like postal or in person (face-to-face), online surveys are most reliable and feasible.

#### **4.5.2 Semi-Structured Interviews**

The researcher will conducted semi-structured interviews with managers at different managerial levels, 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 the other outcomes derived from the quantitative phase. The results of the quantitative phase will be shared with the participants of the semi-structured interviews to gain further insight into the results.

#### **4.6 Questionnaires**

As per Saunders et al. (2016) questionnaires need to be formulated by keeping in mind the objectives and hypotheses of the research. The questions in the questionnaire should be able to lead to an answer from the participant. In most cases questionnaires are used in quantitative research.

While designing the questionnaires the researcher needs to keep in mind the study sample and the questions that will evoke a quick and accurate response from the participant. During the development of the questionnaire, the researcher needs to simplify the language so that the participant gets a clear understanding of the questions and research topic. Another important aspect is the time factor. The questionnaires should not be too long which will dilute the attention of the participant, whereas a short and crisp questionnaire is more like to get better responses. The maximum time limit is fifteen minute for a good questionnaire (Comley & Beaumont, 2011). Since the researcher used Likert Scales, questions needed to be close ended to invoke the required response. Finally the length of the individual questions matter and the length should ideally be as short as possible, not more than 140 characters (Sallow, 2011).

#### 4.6.1 Questionnaire (Survey)

Once the questions were formulated and the scales in place, the format of the questionnaire becomes important. In this case a standard format was used keeping in mind the ethical requirements of Curtin University. The format was as follow:

*Participant information statement:* This sheet contains the ethics approval, the topic, name and a brief detail of the researcher, details on data storage and risk if any. (See Appendix A for Participant Information Statement).

*Consent Form:* Basically a consent from the participants to take part in the survey and that they understand the purpose, extent and possible risks associated with they involvement in this study.

*Questionnaire:* This is the last and the most important part. It is divided into two parts – part one was general information with two filter questions and contained two sections. Part two was the actual questionnaire to participants who cleared the two filter questions in part one and consists of five sections. The filter questions are shows in Table 4.4 below

Table 4.4: Filter Questions

Item	Source
Please indicate your position in the company?	
<ul style="list-style-type: none"> <li>• Junior Manager</li> <li>• Middle Manager</li> <li>• Senior Manager</li> <li>• Others</li> </ul>	Developed by researcher (2021).
(Survey terminated is Others were selected, as data of managers only was required)	
Indicate your company based on the industry type?	
<ul style="list-style-type: none"> <li>○ Retail</li> <li>○ Finance (Banking, Insurance, Loans etc)</li> <li>○ Mining</li> <li>○ Health</li> </ul>	Developed by researcher (2021).

(If the answer is Finance, Mining or Health, terminate the survey, else continue.)

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Once the participants cleared the filter questions, they were led to the part two which contained the questionnaire. This part had 5 section all with a seven point Likert scale.

#### **4.6.2 Questionnaire (Interviews)**

Since the semi-structured interviews were conducted post the quantitative study, the questions were articulated keeping in mind the results of the quantitative study as this study was carried out mainly to verify the outcomes from the quantitative study. As always the interviews were conducted keeping in mind the ethical requirements of Curtin University. The format was as follow:

*Recruitment material:* This sheet is a request to the potential participant for participation in the qualitative study. It contains a brief introduction of the study and details like the time that will be needed to conduct the interview (30 mins), that participation is voluntary etc. y. (See Appendix B & C for Participant Information Statement / Recruitment material).

*Consent Form:* Basically a consent from the participants to take part in the interview and that they understand the purpose, extent and possible risks associated with they involvement in this study (See appendix D)

*Questionnaire:* A set of questions were formulated to gain insights into the participants perceptions about the influence of service climate and internal service quality influence their well-being and the other outcomes as a result of the quantitative study.

## **4.7 Sampling**

In this research, the researcher uses both the sampling methods – probability and non-probability methods. During the quantitative phase, the researcher uses the stratified sampling method of probability sampling, as the strata (retail industry) was classified into three managerial levels – Junior Manager, Middle Manager and Senior Manager. The researcher introduced quotas in the online survey in order to get equal number of participants in all the three managerial levels. For the qualitative phase of data collection, the researcher will use convenience sampling of the non-probability sampling methods, as all the participants in the semi-structured interviews will be known to the researcher.

The sample frame will be derived by the researcher comprising of a list of organizations that employ these type of personnel. Convenience sampling will be used by the researcher as the participants will be selected on an adhoc basis, based on the accessibility and proximity with the researcher. The use of convenience sampling makes the collection of data easier apart from being cheap and efficient (Jager et al. 2019). Organizations that the researcher has personal contacts with will be approached in the first instance. Based on the number of responses collected, if required more organizations shall be contacted on the broader list for further data collection.

### **4.7.1 Sample Size**

As per Iacobucci and Churchill (2010) the size of the sample should be decided at the beginning of the study as it plays a vital role in the outcome of the study. The size of the sample is derived keeping in mind the statistical methods that will be used to measure the results. Suanders et al., 2016 state that larger sample sizes help in negating errors and bias. However

sourcing data from a larger sample size can be time taking, challenging and an expensive proposition (Gill & Johnson, 2002).

In this study the initial respondents to the quantitative phase was 741, however post screening of the data, a final sample size of 390 was derived with a healthy mix of 126 lower level managers, 131 mid-level managers and 133 senior managers.

#### 4.8 Data Collection

In the first phase (quantitative), empirical data was collected using an online survey developed by the researcher in Qualtrics, through a panel company that surveyed employees in the category of junior manager, middle manager and senior managers of the retail industry in Australia. A detailed questionnaire was developed which included both – demographic and survey questions. For the survey questions the researcher used 7-point Likert scales for all questions. The data was collected in two phases – pilot study and main study. The data collected for the pilot study is as follows (Tables 4.5 and 4.6):

Table 4.5 – Pilot study

<b>Pilot Study</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Total Attempts</b>	81	100
<b>Passed Filtering Questions</b>	69	85.19
<b>Completed Responses</b>	57	82.61
<b>Inattentive Responses</b>	13	22.81
<b>Usable Responses</b>	44	77.19

The researcher thoroughly checked the data for any bias and then allowed the panel company to proceed for the main study. The data collected for main study was further checked and the researcher used SPSS and SEM with AMOS to test the hypothesis



Table 4.6 – Main Study

<b>Main Study</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Total Attempts</b>	741	100
<b>Completed Responses</b>	594	80.16
<b>Inattentive Responses</b>	125	21.04
<b>Outliers</b>	79	13.29
<b>Usable Responses</b>	390	65.66

Data for the second phase (qualitative) was collected using semi-structured interviews with managers in the retail industry using convenience sampling. A total of 12 interviews were conducted and the data analysed accordingly. The qualitative study was used as a tool to verify the results of the quantitative phase.

All data collected will be confidential and not misused. The secondary data will be credited to the author providing the information. The research participants were communicated in an effective and transparent manner as to why research is being conducted and the importance of being involved in the research.

#### **4.9 Data Analysis**

As per Jilcha (2020) data analysis is a most important phase in research as only a thorough analysis of the data can lead to accomplishing the research objectives. In most cases researchers follow a two stage approach as described in figure 4.3. As first step, the researcher began checking for incomplete responses by using the Qualtrics software. The researcher also checked for incomplete answers where the participants may have not answered some of the questions in the survey. The time taken to answer the questions were also looked into as this gives you an idea of whether the participant took time and gave justified responses or just answered the questions at random without any thought in order to complete the survey as fast as possible. The next step was to check for any outliers which are basically two types –

univariate outliers and multivariate outliers (Tabachnick & Fidell, 2013). The final step in this process is doing a check on the normality of the data (Hair et al., 2015) Refer to table 4.7

Table 4.7: The Utilised Statistical Techniques for the Data Treatment (Phase -1)

Analysis	Software	Category Name	Acceptable Criteria	Source
<b>Data screening</b>				
Missing Data	SPSS (26)	Descriptive Statistics	Random Missing Data <10%	Hair et al. (2010)
Univariate Outliers		Standardised Scores ( $z$ )	$z < \pm 3.29$	Hair et al. (2010);
Multivariate Outliers		Mahalanobis Distance (MD)	MD < $X^2$ at $p < 0.001$ D2/df < 2.5	Tabachnick and Fidell (2013)
Normality		Skewness and Kurtosis	Value $\leq \pm 2.58$	Hair et al. (2010)

#### 4.9.1 Structural Equation Modelling (SEM)

The data was analysed using the SEM modelling where a measurement model was applied using confirmatory factor analysis (CFA) and a structural model by the use of inferential statistical analysis. Researchers have vastly used SEM as an analytical tool which has the capability to analyse composite interrelationships between latent constructs and manifest constructs (Awang, 2015; Hwang et al., 2020)

SEM gives statistical analyst the opportunity to concurrently test the relationships between constructs. The measurement model and the structural model is a part of a two stage approach which is used in this research. Hair et al., 2010 advocates the use of a two phase SEM methodology. The reasons for developing a measurement model is to test unidimensionality, reliability and validity. Whereas in the second phase the structural model will be used test the casual relationships among the constructs. The details are illustrated in table 4.8

Table 4.8: Utilised the Two Stages of SEM during the Data Analysis (Second Phase)

Analysis	Software	Category Name	Acceptable Criteria	Source
<b>Stage 1: Measurement model: Confirmatory Factor Analysis</b>				
Measurement Model Goodness of Fit	AMOS (26)	Absolute Fit	$(\chi^2 - \text{insignificant Value})$ GFI $\geq 0.90$ RMSEA $\leq 0.08$ SRMR $\leq 0.08$	Hair et al. (2014a), Kline (2011), Awang, (2015)
		Incremental Fit Indices	CFI $\geq 0.90$ TLI $\geq 0.90$ NFI $\geq 0.90$	
		Parsimony Fit	$(\chi^2 / df)$ $1.0 < \chi^2 / df < 5$	
Measurement Model Reliability and Validity	AMOS (26)	Reliability	CR $\geq 0.70$ Cronbach's Alpha $> 0.70$	Hair et al. (2014a) Awang, (2015)
		Convergent Validity	AVE $\geq 0.50$	
		Discriminant Validity	Square root of AVE $>$ inter-construct correlations	
<b>Stage 2: Structural model</b>				
Structural Model	AMOS (26)	Hypotheses Testing (casual Relationships)	Level of significance ***p $< 0.001$ **p $< 0.01$ *p $< 0.05$	Hair et al. (2014a) Awang, (2015)

**Note:** GFI (Goodness-Of-Fit); RMSEA (Root Mean Square Error of Approximation); SRMR (Standardized Root Mean Residual); CFI (Comparative Fit Index); TLI (Tucker Lewis Index); NFI (Normed Fit Index); CR (Composite Reliability); AVE (Average Variance Explained).

#### 4.9.2 Measurement Model

The measurement model is validated by the use of confirmatory factor analysis. It is factor analysis that can be used to define the relationships items and latent constructs. CFA can be used on present constructs and the item representing them (Awang, 2015). Goodness-of-fit (GOF) is used to validate the measurement model along with validity and reliability of constructs as depicted in Table 4.8.

#### 4.9.2a The Goodness-of-fit

The GOF is basically a value that divulges the accuracy of the data collected and the fit with the measurement model. The GOF echoes the likeness between the observed covariance matrix and the estimated covariance matrix. The GOF is important in calculating the accuracy with which the data supports the measurement model (Tabachnick & Fidell, 2013). GOF has three indicators – absolute fit index, incremental fit index and parsimony fit index (Hair et al., 2015)

#### 4.9.2b Unidimensionality, Reliability and Validity

*Unidimensionality:* When a group of items is measured by one latent variable. To achieve unidimensionality, each measurement item has to have an acceptable factor loading for their individual latent variable. For the evaluation of unidimensionality the factor loading has to have a value greater than 0.6 for developed item and a value of 0.5 for newly established items (Awang, 2015).

*Reliability:* It is how often the scale measures the latent construct each time. Any value of 0.70 and above is considered as good reliability and values in between 0.60 to 0.70 is considered to be acceptable (Awang, 2015)

*Validity:* It is the degree to which a questionnaire can accurately survey the research concept. Convergent and discriminant validity was checked in the measurement model phase. As per Kline (2017) discriminant validity and convergent validity is required in order to examine the structural model. Convergent validity (CV) can be measured using the statistical significance of factor loading and AVE (average variance extracted). CV can be achieved when the factor loading of the items are greater than 0.7. Discriminant validity is

the difference between constructs. The difference is assessed by calculating the square roots of the average variance extracted which should be higher than the inter factor correlation (Hair et al., 2011)

#### **4.9.2c Common Method Bias**

Common method bias (CMB) is the error of measurement exuded by the respondents to the research survey who are inclined to provide positive responses instead of the truth. CMB can have an adverse effect on the research finding making it important to find and understand their bases (Podsakoff et al., 2003). Method biases are usually the foremost sources of measurement error hence they can affect the validity of the outcomes about the relationship between measures (Bagozzi & Yi, 1991; Nunnally, 1978; Spector, 1987).

In order to avoid the CMB in this research, all the participants were assured that the answers provided by them will be confidential and hence they can answer truthfully. However in this research the Harman's single factor test and the common latent test through SPSS and AMOS was used to check for CMB.

### **4.10 Structural Model**

The structural model is part two of the structural equation modelling and it used to measure the inter relationships within the latent constructs by standardized regression which signifies the strength of the relationships (Tabachnick & Fidell, 2013).

#### **4.10.1 Moderation Testing**

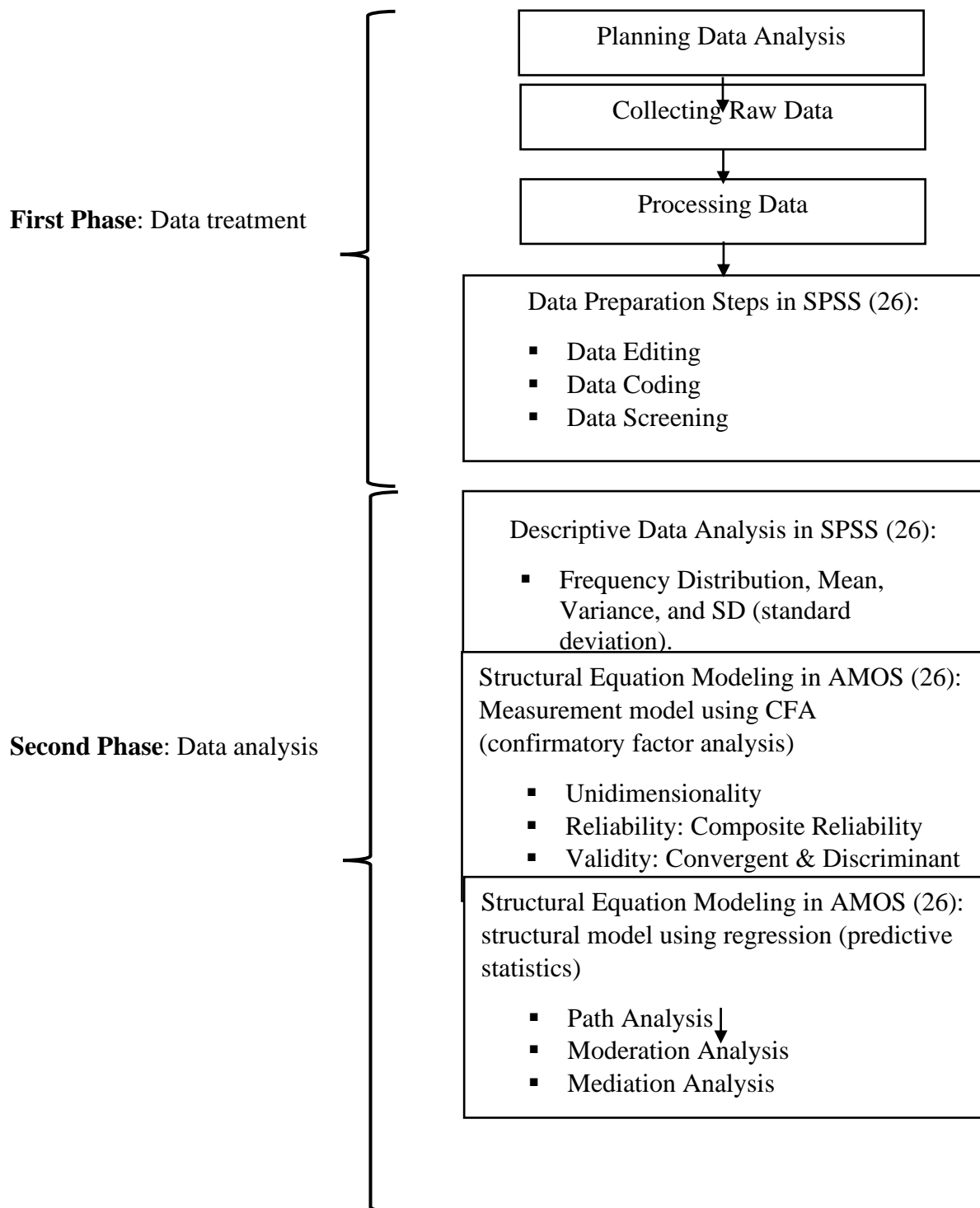
A moderator or the moderation variable is the variable that has an impact on the strength and the direction of the relationship amongst the independent variable and dependent variable

(Saunders et al., 2016). In this research AMOS was used to test the moderation effect of managerial on the impact of SC and ISQ on RS. The moderation effect is measured using chi-square, if the difference in the chi-square is more than 3.84, it is the safe to say that there is a moderation effect. This is further explained in the next chapter.

#### **4.10.2 Mediation Testing**

A mediator or the mediating variable is the variable that is in-between the independent variable and the dependent variable. The impact that the mediating variable has on the relationship between the independent variable and the dependent variable is known as mediation (Saunders et al., 2016). Bootstrapping is normally the process using SEM to test mediation. In this research we test whether ISQ would partially mediate the negative effect of SC on RS and whether ISQ would fully mediate its positive effect on MWB. Similarly, we also test whether RS would fully (partially) mediate the positive impact of C (internal service quality) on MWB, which in turn would positively affect their MS, MC and MP.

Figure 4.3: Data Processing Stages



#### **4.10 Ethical Considerations**

This research was conducted within the ethical guidelines and approvals as per the Curtin University's Human Research Ethics Committee which are aligned with the National Statement on Ethical Conduct in Research (2007). Post the approval from the ethics committee of Curtin University, data collection commenced. The ethics approval number provided by Curtin University is HRE 2021-0738.

#### **4.11 Conclusion**

In view of the mixed findings from the online survey, the researcher interviewed service managers at different levels 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, based on the findings from the quantitative study (Jager et al. 2019). Overall, this mixed-method approach helped develop a practical understanding of the organizational process that drives service managers' performance. Use of the two phase research data analysis helped the researcher analyse and understand the data collected in a more scientific method and was able to test the hypotheses initially. However a more detailed analysis is required and the same was conducted by re looking at the data and tweaking of the data took place in order to attain a better fit of the model. The details are explained thoroughly in the next chapter.



## **CHAPTER 5: DATA ANALYSES AND FINDINGS**

### **5.1 Introduction**

In this chapter, we discuss in detail the analysis of data conducted in the quantitative study and qualitative study (Section 5.7) in this research. The analysis of the quantitative study was divided into two segments. The first segment was preliminary data analysis and the second segment contained the structural equation model (SEM). The outcomes of the data analysed is further presented in terms of answering of the research questions and whether or not the objectives of the research have been met.

Further, a set of sub headings have been created to clearly portray the results and analysis. In the very beginning in section 5.2 the preliminary results are presented, which include the initial screening of data, normality assessment and linearity assessment. In section 5.3, the sample characteristics are discussed. In section 5.4 we have done the manipulation checks, further in sections 5.5, 5.6 and 5.7, the measurement model using CFA (confirmatory factor analysis), structural model and hypothesis testing takes place followed by a summary.

### **5.2 Quantitative Study - Preliminary Data Analysis**

On receipt of the data from the quantitative study through the panel company using the Qualtrics software, the data was transferred to SPSS and statistically analysed using SPSS for normality and linearity. SPSS version 26 was used for analysing the data. The details of the process is discussed below. An initial data screening took place and the data was screening for basically any missing values, inattentive respondents, outliers and any normal distribution.

### 5.2.1 Data Screening

In the questionnaire used in Qualtrics for data collection, there were two filter questions that ensured the researcher received the data that was pertinent to the research, in this case all the respondents to the survey needed to be managers and from the retail industry. Hence the data was screened for incomplete responses and for repetitive answering. Only the complete and attentive responses were extracted for further analysis.

A total of 741 attempts were received for the survey, out of which only 594 respondents (80.16%) managed to complete the survey by answering all the questions. Out of the 595 respondents a further 125 (21.04%) was removed due to the lack of attention or in other words, inattentive responses. Another 79 (13.29%) respondents were termed as outliers for their responses. Post this exercise of data screening, a sample size of 390 (65.66%) was considered to be reliable and was used for further analysis as shown below in table 5.1.

Table 5.1 Data Screening of the Main Study

<b>Main Studies</b>	<b>Frequency</b>	<b>Percentage</b>
Total Attempts	741	100
Completed Responses	594	80.16
Inattentive Responses	125	21.04
Usable Responses	390	65.66

### 5.2.2 Assessment of Normality

As per Hair et al. (2014) normality is very important when it comes to a multivariate data analysis. Normality of the data can be checked using Fisher's skewness (c1) and kurtosis (c2) or the coefficient of excess checks which are the most commonly used procedures for checking normality. When the values of c1 =0, it indicates a proportioned shape, if the values

are positive then the skewing is to the right and if the values are negative, then the skewing is to the left. For the measurement of peakedness and flatness, kurtosis (c2) is used (Balanda & MacGillivray, 1998, 1999; DeCarlo, 1997; Ruppert, 1987). If  $c_2 = 0$ , then the data is of normal distribution, else it is positive, the data is of a higher peak or a negative value means the data is flatter than it should be.

Once the process of Skewness and Kurtosis was clear, the researcher checked the data to verify the normality of the data set for the study as in table 5.2 below.

Table 5.2 Constructs' Skewness and Kurtosis and Descriptive Statistics: Main Study

Constructs	Mean	S. D	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	S. E	Statistic	S. E
Perceived Service Climate	5.5389	1.24222	0	0.124	-0.444	0.247
Internal Service Quality	7.4838	0.92662	-0.665	0.124	0.271	0.247
Role Ambiguity	2.29641	0.880837	0.554	0.124	-0.224	0.247
Role Conflict	4.71111	1.251456	-0.606	0.124	0.332	0.247
Role Overload	4.65128	1.290737	-0.719	0.124	0.275	0.247
Employee Wellbeing	5.1303	1.10672	-0.77	0.124	0.519	0.247
Affective Commitment	4.9609	1.20086	-0.664	0.124	0.593	0.247
Continuance Commitment	4.775	1.255393	-0.605	0.124	0.122	0.247
Normative Commitment	4.6654	1.30658	-0.531	0.124	0.097	0.247
Employee Satisfaction	5.1199	1.26573	-0.719	0.124	0.439	0.247
Employee Performance	5.4069	0.83606	-0.219	0.124	-0.606	0.247

**Note:**  $N=390$ . All items are measured utilising a 7-point Likert-type scale. S.D.: Standard deviation.

### 5.2.3 Assessment of Linearity

The slope of the relationship between and independent variable and dependent variable is known as Linearity. ANOVA is the most commonly used method to test the deviation among the variables. This is done so by using the SPSS software. If the deviation from linearity is higher than 0.05, the relationship between the independent variable and dependent variable is considered to be linear (Hair et al., 2010).

### 5.3 Sample Characteristics

Post the collection of data by the use of the questionnaire (Appendix A) in the Qualtrics software with the help of the panel company, Researchify Pty Ltd, the break-up of the data demographically was calculated as a part of the sample characteristics. The table 5.3 below provides a break-up of the demographics.

Table 5.3 Survey Sample Profile

<b>Demographics</b>	<b>Frequency (n=390)</b>	<b>Percentage (%)</b>
<b>Managerial Level</b>		
Junior Manager	126	32.3
Middle Manager	131	33.6
Senior Manager	133	34.1
<b>Age</b>		
Less than 29 years	55	14.1
30 - 39 years	167	42.8
40 – 49 years	97	24.9
50 – 59 years	50	12.8
60 years and above	21	5.4
<b>Gender</b>		
Male	188	48.2
Female	201	51.5
Non-Binary	1	.3
Prefer not to say	0	0
<b>Duration of Employment</b>		
< 1 year	26	6.7
1 - 5 years	162	41.5
6 - 10 years	108	27.7
11 - 15 years	51	13.1
16 – 20 years	18	4.6
More than 20 years	25	6.4
<b>Educational Level</b>		
High School or Below	52	13.3
Vocational	102	26.2
Bachelor	172	44.1
Master or Higher	64	16.4
<b>Australian State</b>		
WA	40	10.3
NSW	131	33.6
VIC	98	25.1
SA	28	7.2
QLD	83	21.3
TAS	5	1.3
ACT	5	1.3
NT	0	0

**Note:** N: Number Responses

As visible in the table above (table 5.3), a total of six demographic characteristics were collected. The first demographic characteristics was the managerial levels, where the total respondents were 390 out of which 126 (32.3%) were junior managers, 121(33.6%) were middle managers and the balance 133 (34.1%) were senior managers. This is a healthy mix of the different managerial levels. The researcher was able to obtain this kind of almost even distribution of managerial levels by creating quotas in the Qualtrics questionnaire.

The second demographic characteristic was age where the majority of the participants who took the survey were in the age bracket of 30-39 years i.e. 167 (42.8%). Less than 29 years of age contributed 55 (14.1%) participants, 40-49 were 97 (24.9%), 50-59 were a total of 50 (12.8%) participants and in the age bracket of 60 years and above a total of 21 (5.4%) took part in the survey. The genders were more or less evening matched with the male population of 148 (48.2%) and the female population of 201 (51.5%) taking part in the survey. The duration of employment was skewed towards a younger managerial group. Below 1 year of employment were 26 (6.7%), 1 to 5 years were 162 (41.6%), 5 to 10 years were 108 (27.7%), 11 to 15 years were 51 (13.1%), 16 to 20 years were 18 (4.6%) and more than 20 years of managerial experience were 25 (6.4%) participants. The education levels also gave the researcher a higher percentage of 172 (44.1%) for those participants who had completed their bachelor's degree, while high school was 52 (13.3%) the lowest and vocational and masters were 102 (26.2%) and 64 (16.4%) respectively. The research was also conducted in all the states of Australia so that there was no bias. The highest numbers of respondents were from New South Wales (NSW) which accounted for 131 (33.6%). This was expected keeping in mind the corporate population of NSW. Victoria accounted for the second highest amount of managers to respond which were 98 (24.1%), again expected due to the concentration of the workforce in Melbourne. Queensland (QLD) was third with 83 (21.3%) responses followed by Western Australia (WA) with 40 (10.3%) responses. South Australia (SA) was 28 (7.2%) and Tasmania

(TAS) and Australian Capital Territory (ACT) was 5 (1.3%) respondents each and the Northern Territory account for 0 respondents.

## **5.4 Measurement Models – Results and Analysis**

This is the second half of the data analysis was conducted as a part of this research with the use of SEM (structural equation modelling). A two phase process was used, where in the first phase the measurement model was tested using CFA (confirmatory factor analysis) through the assessment of three elements – unidimensionality, reliability and validity. The details of the CFA is discussed below:

### **5.4.1 Confirmatory Factor Analysis**

CFA is used by researchers to define the relationships between the indicators and the latent constructs and also to test the unidimensionality, composite reliability (reliability) and convergent/discriminant validity (validity). This is a technique that is widely used by the researchers (Awang, 2015).

CFA was conducted in order to confirm that all items were within the prerequisite factor loadings of the individual constructs. After conducting the initial CFA, in order to achieve the required factor loadings, items from certain constructs had to be deleted as shown in table 5.5. As per Awang, 2015 the factor loadings should be greater than .50.

As shown in table 4.8, the preliminary measurement model's fit indices demonstrates a requirement to refine the model as shown Table 5.4. In-order to ensure the models fit, the researcher looked into various elements like the SRW (standardised regression weights), SMC (squared multiple correlations), SRC (standardised residual covariances). The items that had a low SRW and SMC were deleted. This value should have been greater the .40. By conducting

such adjustments the overall model fit improved but did not fit as per the requirements. Components like the CFI (Comparative fit index), TLI (Tucker-Lewis Index) and the normed fit index (NFI) improved considerably. To achieve a better model fit, MI (modification indices) were checked. MI's of a value greater than 4.0 make the model fit better (Hair et al., 2010).

Bentler & Chou, 1987; Byrne and Hair et al., 2010, suggest that better model fit can be achieved on the basis of standardised residual covariance and MI's. Hence post many attempts of modifications the researcher could notice that the CFI, TLI and NFI values improved and finally found a close fit for the measurement model ( $\chi^2 = 1209.061$ ,  $df = 715$ ,  $\chi^2/df = 1.69$ , CFI = 0.944, RMSEA = 0.042, SRMR = 0.088) as shown in table 5.4. The findings showed high factor loadings ( $> 0.70$ ) for all the scales with no major cross-factor loadings and high average variance extracted (AVE) values ( $> 0.50$ ), which confirm convergent validity. All the composite reliabilities are also high ( $> 0.75$ ) showing that all the scales are reliable.

**Table 5.4 Goodness-of-Fit for the Measurement Model**

<b>Criteria</b>	<b>ChiSq</b>	<b>df</b>	<b>ChiSq/df</b>	<b>RMSEA</b>	<b>SRMR</b>	<b>CFI</b>	<b>TLI</b>	<b>NFI</b>	<b>PNFI</b>
Initial Model	3948.048	1949	2.026	.051	.081	.866	.857	.768	.720
Correlate (e71& e2), (e5 & e6), (e7 & e8), (e8 & e10), (e11 & e12), (e21 & e22), (e32 & e33), (e33 & e34), (e35 & e38), (e44 & e45), (e56 & e57), (e61 & e62)	3053.896	1811	1.686	.042	.057	.914	.908	.814	.755
Correlate (e31& e32), (e48 & e49), (e48 & e51), (e52 & e54), (e57 & e64), (e57 & e58), (e58 & e59), (e58 & e63), (e61 & e62), (e63 & e64).	2908.186	1800	1.616	.040	.056	.924	.917	.823	.759
Drop <i>RO_1, RO_5, CC_1, and CC_3</i>	2576.976	1528	1.687	.042	.551	.923	.916	.830	.768
Drop <i>PSC_1, PSC_2, ISQ_1, ISQ_3, ISQ_4, RA_3, RA_4, RA_5, and CC_3</i>	1716.959	962	1.785	.045	.085	.929	.920	.854	.760
Drop <i>RC_4, MWB_3, MWB_4, NC_1, MP_1, MP_2, MP_3, and MP_6.</i>	1209.061	715	1.691	.042	.088	.944	.936	.875	.763
Refined model	1209.061	715	1.691	.042	.088	.944	.936	.875	.763

CHiSq: Chi-Square, df: Degree of Freedom, CHiSq/df: Normed Chi-Square, RMSEA: Root Mean Square Error of Approximation, SRMR: Standardized Root Mean Residual, CFI: Comparative Fit Index, NFI: Normed Fit Index, TLI: Tucker-Lewis Index, PNFI: Parsimony Normed Fit Index,



**Table 5.5 Scale Items and Factor Loadings**

<b>Scale Item</b>	<b>Factor Loadings</b>
<b>Perceived Service Climate</b>	
Job knowledge and skills of employees in the business to deliver superior quality work and service?	0.376
Efforts to measure and track the quality of work and service provided by the company	0.511
The recognition and rewards that managers receive for the delivery of superior work and service	0.711
The leadership shown by the management in supporting the service quality effort	0.637
The effectiveness of communication effort provided to both managers and customers by our company	0.728
Tools, technology and other resources provided by our company to support the delivery of superior quality of work and service.	0.424
<b>Internal Service Quality</b>	
<i>Timeliness of response</i>	0.486
Follow-through	0.738
Competence of employees	0.584
Job knowledge	0.547
Quality of interaction	0.564
Level of cooperation	0.554
<b>Role Ambiguity</b>	
I have clear, planned goals and objectives (for my job)	0.548
I know exactly what is expected of me	0.532
I know what my responsibilities area	0.496
I feel secure about how much authority I have	0.561
Explanation is clear on what has to be done	0.522
<b>Role Conflict</b>	
I often get involved in situations in which there are conflicting requirements	0.770
I receive incompatible requests from two or more people	0.534
I receive an assignment without adequate resources to execute it	0.647
I work with two or more groups who operate quite differently	0.449
I have to reconcile conflicting demands from different people	0.636
I have to do things that should be done differently	0.637
<b>Role Overload</b>	

I am given enough time to do what is expected of me on my job	0.051
It often seems like I have too much work for one person to do	0.612
The performance standards on my job are too high	0.616
I have too much work to do everything well	0.770
The amount of work I am asked to do is fair	0.029
I never seem to have enough time to get everything done	0.622
<b>Managerial Wellbeing</b>	
How satisfied are you with your quality of life?	0.608
How satisfied are you with your health?	0.642
How satisfied are you with your ability to perform daily activities?	0.481
How satisfied are you with your sleep?	0.483
How satisfied are you with your capacity for work?	0.682
How satisfied are you with yourself?	0.530
<b>Affective Commitment</b>	
I have a strong sense of belongings to my organization	0.697
I really feel as if this organization's problems are my own	0.306
I feel like "part of the family" at my organization	0.440
I would be very happy to spend the rest of my career with this organization	0.376
<b>Continuance Commitment</b>	
Right now, staying with my organization is a matter of necessity as much as desire	0.594
It would be very hard for me to leave my organization right now, even if I wanted to	0.554
Too much in my life would be disrupted if I decided to leave my organization now	0.675
I feel that I have too few options to consider leaving this organization	0.619
If I had not already put so much of myself into this organization, I might consider working elsewhere	0.556
<b>Normative Commitment</b>	
I would feel guilty if I left my organization now	0.445
I would not leave my organization right now because I have a sense of obligation to the people in it	0.575
Even if it were to my advantage, I do not feel it would be right to leave my organization now	0.640
This organization deserves my loyalty	0.588
<b>Managerial Satisfaction</b>	
All in all, I am satisfied with my job	0.802
All in all, I am satisfied with my co-workers	0.769

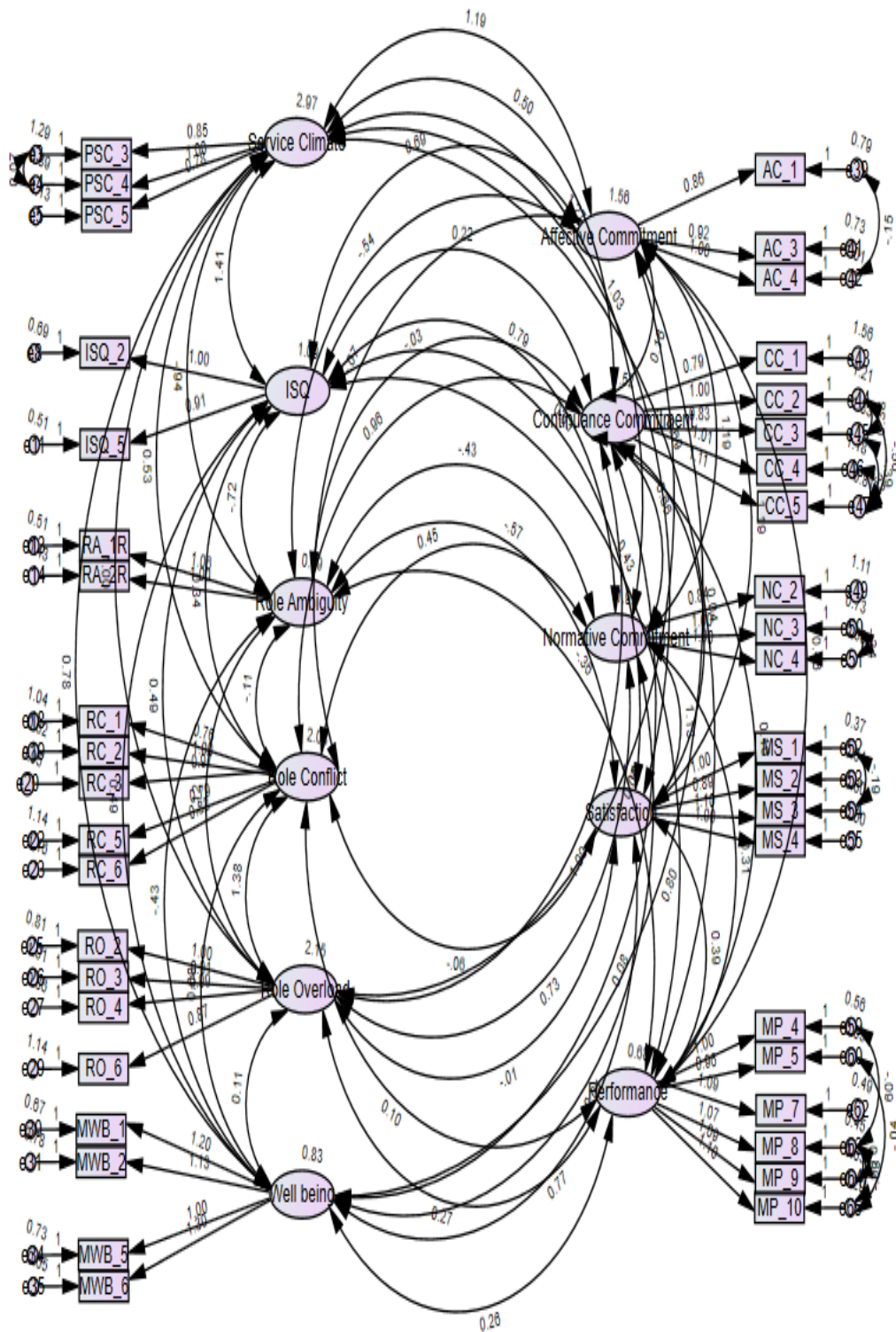
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All in all, I am satisfied with my supervisor	0.727
All in all, I am satisfied with my working at this company	0.567
<b>Managerial Performance</b>	
Attitude	<i>0.430</i>
Initiative	<i>0.455</i>
Dependability	<i>0.458</i>
Responsibility	0.534
Judgment	0.546
Work knowledge	<i>0.447</i>
Work quality	0.752
Organization capability	0.752
Team play	0.652
Overall performance	0.634

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**Note:** Items in *italics* were removed due to poor psychometric properties.

Figure 5.1 Refined CFA Measurement Model



#### 5.4.2 Assessment of Validity and Reliability

Validity is essential and is checked during the SEM stage. In this study the researcher used convergent and discriminant validity to check the validity of the individual constructs. Convergent validity is the uniformity among the constructs, where-as discriminant validity is the variances or dissimilarity between dissimilar constructs. In order to calculate the convergent validity the researcher while doing the CFA of the measurement model, calculated the convergent validity by measuring the AVE. Convergent validity is achieved when the average variance extracted is more greater than equal to .50 ( Hair et al., 2010). Discriminant validity was also achieved as per the table 5.7. Reliability is the repetitiveness of the scale measuring the latent construct. Values of 0.70 re considered to be as good reliability. However values that are in the range of 0.60-0.70 are also considered to be acceptable values of reliability (Awang, 2015). The table 5.7 describes the validity, reliability and average variance extracted of the study. The square roots of AVE vale are on the diagonal and highlighted.

\

**Table 5.7 Correlations Table: Reliability/Convergent and Discriminant Validity**

<b>Constructs</b>	<b>CR</b>	<b>AVE</b>	<b>MSV</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
Role Stressors (RS-C)	0.887	0.612	0.426	0.899	<b>0.782</b>										
Perceived Service Climate (PSC)	0.858	0.669	0.610	0.868	0.211	<b>0.818</b>									
Internal Service Quality (ISQ)	0.769	0.624	0.610	0.769	0.227	0.781	<b>0.790</b>								
Role Stressors (RS-A)	0.782	0.642	0.599	0.782	0.085	0.612	0.774	<b>0.801</b>							
Managerial Well-being (MWB)	0.860	0.607	0.490	0.865	0.061	0.499	0.513	0.535	<b>0.779</b>						
Managerial Commitment (MC-AC)	0.827	0.615	0.601	0.828	0.039	0.553	0.529	0.484	0.700	<b>0.784</b>					
Managerial Satisfaction (MS)	0.919	0.739	0.601	0.923	0.035	0.488	0.487	0.526	0.690	0.775	<b>0.860</b>				
Managerial Performance (MP)	0.902	0.606	0.245	0.908	0.088	0.486	0.495	0.493	0.345	0.446	0.383	<b>0.778</b>			
Role Stressors (RS-O)	0.888	0.666	0.426	0.893	0.653	0.395	0.322	0.091	0.082	0.051	0.006	0.224	<b>0.816</b>		
Managerial Commitment (MC-CC)	0.846	0.527	0.362	0.862	0.539	0.236	0.172	0.027	0.074	0.105	0.028	0.155	0.602	<b>0.726</b>	
Managerial Commitment (MC-NC)	0.865	0.683	0.465	0.878	0.226	0.531	0.543	0.344	0.484	0.682	0.659	0.275	0.359	0.387	<b>0.826</b>
<b>Threshold Values</b>	<b>&gt;0.70</b>	<b>&gt;0.50</b>													

**Note 1:** Composite Reliability (CR), Average Variance Extracted (AVE), and Maximum Shared Variance (MSV); **Note 2:** Square roots of AVE values are shown on the diagonal.

## 5.5 Common Method Bias

As discussed in the previous chapter common method bias (CMB) is the bias in the data that can affect the outcome of the relationships among the constructs either by increasing or decreasing the relationship, which in turn will lead to worthless research findings. There is always a possibility of CMB in data collected, which is largely due to external factors like the wording of the questionnaire, the type of questions or even just the length of the questions and the questionnaire. CMB can also occur due to the participants feeling that their participation or their answers can lead to issues (Bagozzi & Yi, 1991; Nunnally, 1978; Spector, 1987). In this research study the researcher had guaranteed all the participants absolute confidentiality so that they could take part in the survey without any fear of a backlash and hence answer all the questions truthfully. But in order to ensure that there is no CMB, the researcher used the help of the Harman's single factor test in SPSS to verify if there was any CMB.

### 5.5.1 Harman's Single Factor Test

This is considered to be the most useful and practical test available to check for common method bias. As per Podsakoff et al. (2003) if the total variance of each of the constructs is under 50%, then there is no CMB. The researcher conducted the Harman' single factor test to measure 62 items using SPSS. The results are as per the table below (table 5.8):

Table 5.8 Harman's Single Factor Test: Main Study

Item	Total Variance Explained					
	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	15.862	25.584	25.584	15.203	<b>24.521</b>	24.521
2	6.701	10.808	36.392			
3	4.299	6.934	43.327			
4	3.336	5.381	48.707			
5	2.581	4.163	52.870			
6	1.826	2.946	55.816			
7	1.744	2.814	58.630			

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8	1.462	2.358	60.988
9	1.237	1.995	62.983
10	1.090	1.759	64.741
11	1.017	1.640	66.381
12	.983	1.586	67.967
13	.837	1.349	69.317
14	.822	1.326	70.643
15	.790	1.275	71.918
16	.708	1.143	73.061
17	.696	1.123	74.183
18	.658	1.062	75.245
19	.650	1.048	76.293
20	.623	1.004	77.297
21	.610	.983	78.280
22	.600	.968	79.249
23	.566	.912	80.161
24	.532	.859	81.019
25	.522	.842	81.862
26	.509	.821	82.683
27	.500	.806	83.489
28	.496	.799	84.288
29	.462	.746	85.034
30	.449	.724	85.758
31	.436	.703	86.461
32	.415	.670	87.131
33	.401	.646	87.777
34	.391	.631	88.408
35	.376	.607	89.015
36	.371	.598	89.613
37	.361	.582	90.195
38	.355	.573	90.768
39	.343	.553	91.321
40	.330	.533	91.854
41	.319	.515	92.369
42	.316	.510	92.879
43	.300	.484	93.363
44	.285	.459	93.822
45	.277	.447	94.269
46	.273	.441	94.710
47	.261	.420	95.130
48	.254	.410	95.540
49	.248	.400	95.940
50	.244	.393	96.333
51	.238	.384	96.717
52	.231	.373	97.090
53	.218	.351	97.441
54	.209	.337	97.778
55	.205	.330	98.108
56	.198	.319	98.427
57	.190	.306	98.734
58	.181	.291	99.025
59	.170	.274	99.299
60	.159	.256	99.555
61	.147	.238	99.793
62	.129	.207	100.000

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Extraction method: principal axis factoring

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As the percentage of variance is 24.521% which is well below the threshold of 50%, there is no CMB.

## 5.6 Analysis and Results of Structural Modelling

On completing the first stage of the data analysis as per figure 4.8, the researcher proceeded to the second stage which was the structural model using the SPSS AMOS software. All of the nine hypotheses that were developed in order to address the research gaps and questions are discussed.

### 5.6.1 Goodness-of-Fit Assessment of the Structural Modelling

As shown in table 4.8, the goodness-of-fit indices have a certain cut-off values that need to be accomplished. As you shown in table 5.9, some of the fit indices' of the initial model were out of specifications the chiSq (3948.048), df (1949), chiSq/df (2.026) etc., hence the model fit had to be re looked at and reworked in order to gain a better fit. Post the re-working of the MI's and covariance paths a new refined model was established as per the details in table 5.9 (second row). Following the goodness-of-fit of the structural model, the hypothesis testing was conducted.

Table 5.9 Goodness-of-Fit for the Refined Structural Model

Criteria	ChiSq	df	ChiSq/df	RMSEA	SRMR	CFI	TLI	NFI	PNFI
Initial Model	3948.048	1949	2.026	.051	.081	.866	.857	.768	.720
Refined Model	1209.061	715	1.691	.042	.088	.944	.936	.875	.763

ChiSq: Chi-Square, df: Degree of Freedom, ChiSq/df: Normed Chi-Square, RMSEA: Root Mean Square Error of Approximation, SRMR: Standardized Root Mean Residual, CFI: Comparative Fit Index, NFI: Normed Fit Index, TLI: Tucker-Lewis Index, PNFI: Parsimony Normed Fit Index

### 5.6.2 Hypotheses Testing: Path Analysis

On completion of the structural model and confirming that the model was acceptable after clearing all the necessary tests, the research proceeded to the next step which was the testing of the relationships among the constructs as per the conceptual model. Figure 5.2 gives us a detail view of the constructs except the moderating variable. The arrows with a single head depict the relationship between constructs. The testing of the model (estimation and path analysis) was done using AMOS. This technique is most widely used by researchers (Hair et al., 2010). In total a set of nine hypothesis were put forward in this research which are as follows:

H1: Perceived service climate is positively related to internal service quality.

H2: Perceived service climate has a negative effect on role stressors (a)RA,(b)RC (c)RO.

H3: Internal service quality has a negative effect on role stressors (a)RA,(b)RC (c)RO.

H4: Internal service quality has a positive effect on managerial well-being.

H5: Role stressors (RA,RC,RO) ambiguity has a negative effect on managerial well-being.

*H6a: Roles stressors (RA,RC,RO) fully mediate the negative effect of perceived service climate on managerial well-being.*

*H6b: Roles stressors (RA,RC,RO) partially mediate the positive effect of perceived internal service quality on managerial well-being.*

H7: Managerial level negatively moderates the effects of a) internal service quality, and b) perceived service climate, on role stressors.

H8: Managerial well-being has positive effects on managerial a) commitment, b) satisfaction, and c) performance.

H9: Managerial a) commitment, and b) satisfaction have positive effects on managerial performance.

The parameter estimations along with the coefficient values were estimated to test the research hypotheses. The parameters are statistically significant at 0.05 of the p-value. Figure 5.2 provides details with regards to the standardised path estimates and the results of the hypotheses.

Figure 5.2 Structural Model for Main Study

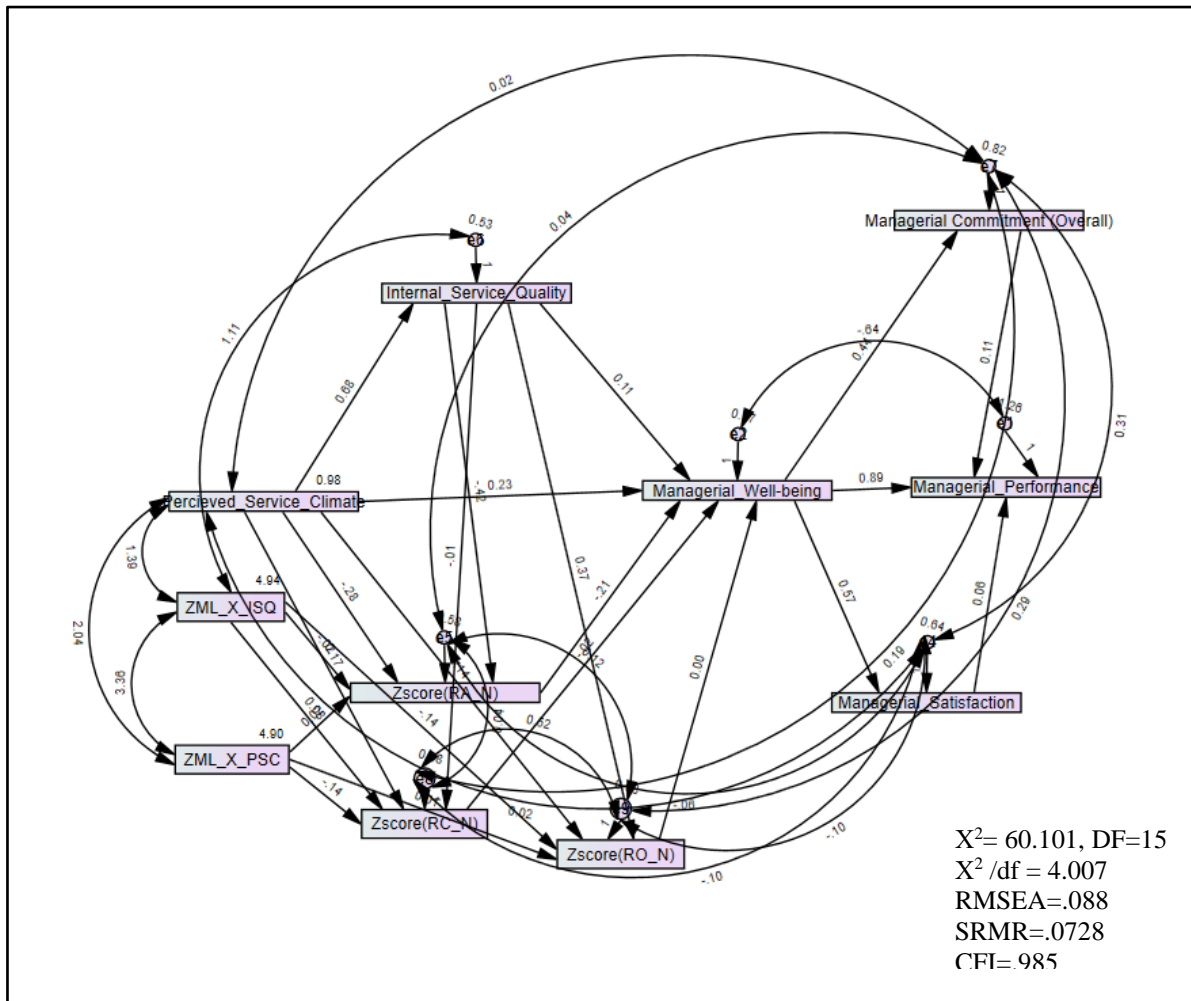


Table 5.10 Path Model Output- 1

H#	Hypotheses	Std. Est	Result
<b>Independent variables</b>			
H1	Perceived Service Climate → Internal Service Quality	.679***	Supported
H2a	Perceived Service Climate → Role Ambiguity	-.285*	Supported
H2b	Perceived Service Climate → Role Conflict	.174	Not supported (Opp)
H2c	Perceived Service Climate → Role Overload	-.137	Not Supported
H3a	Internal Service Quality → Role Ambiguity	-.418**	Supported
H3b	Internal Service Quality → Role Conflict	-.13	Not s supported
H3c	Internal Service Quality → Role Overload	.372*	Not supported (Opp)
H4	Internal Service Quality → Managerial well-being	.107*	Supported
H5a	Role Ambiguity → Managerial well-being	-.209***	Supported
H5b	Role Conflict → Managerial well-being	-.016	Not supported
H5c	Role Overload → Managerial well-being	.001	Not supported
<b>Chi-sq</b>		60.101	
<b>DF</b>		15	
<b>Chi-sq/DF</b>		4.007	
<b>CFI</b>		.985	
<b>NFI</b>		.981	
<b>RMSEA</b>		.088	
<b>SRMR</b>		.0728	

\*  $p < .05$ , \*\*  $p < .01$ , \*\*\*  $p < .001$ ; Std. Est. = Standardised path estimate ( $\beta$ ); Chi-sq: Chi-Square Value; DF: Degrees of Freedom; CFI: Comparative Fit Index; NFI= Normed Fit Index; RMSEA: Root Mean Square Error of Approximation; SRMR: Standardised Root Mean Square Residual.

It is interesting to note that hypothesis H2b where it was hypothesized that PSC has a negative effect on RC, this hypothesis was not supported, but however when the relationship was tested in the opposite direction, it showed that RC has a negative impact on PSC. Similarly with hypothesis H3c, ISQ does not have a negative impact on RC and RO, however on testing the relationship between RO on ISQ, RO does have a negative impact on ISQ. H1 is very significant and as expected.

Table 5.11 Path Model Output- 2

H#	Hypotheses	Std. Est	Result
<b>Independent variables</b>			
H8a	Managerial well-being → Managerial Commitment	.436***	Supported
H8b	Managerial well-being → Managerial Satisfaction	.575***	Supported
H8c	Managerial well-being → Managerial Performance	.900***	Supported
H9a	Managerial Commitment → Managerial Performance	.114*	Supported
H9b	Managerial Satisfaction → Managerial Performance	.058	Not supported

#  $p < .10$ , \*  $p < .05$ , \*\*  $p < .01$ , \*\*\*  $p < .001$

In the above table (table 5.11) most of the results are highly significant (H8a,H8b,H8c) as their p values are less than .001. However the most interesting result is H9b where the hypothesis of managerial satisfaction has a positive effect on managerial performance is not supported, which is an interesting result.

### 5.6.2.1 The moderating effect of Managerial level

As mentioned in hypothesis H7, where it was hypothesized that managerial level would negatively moderate the effect of ISQ on RA, RC and RO and also negatively moderate the effect of PSC on RA, RC and RO. Therefore, this study as per Collier, (2020) tested the moderating effect of managerial levels on the relationships of ISQ on RS and PSC on RS with the use of AMOS by comparing the constrained and unconstrained models in order to check the chi-square difference as mentioned in section 4.10.1. The chi-square difference should be less than 3.84 amid the constrained and unconstrained models ( $\Delta\chi^2 < 3.84$ ), in that case the moderation effect is significant. However as the chi-square difference was more than 3.84 for most of the relationships mentioned in H7, it was concluded that the management level does not play a significant role as a moderator on the relationships between PSC on RA,RC,RO and ISQ on RA,RC,RO. In order to dwell further into the analysis of the moderating effect of management level, this study calculated the standardised parameter estimates and their significance to conclude which relationship has an impact. Table 5.12 has the results of the standardised estimates.

Table 5.12 Path Model Output: Moderating effects.

H#	Hypotheses	Std. Est	Result
<b>Moderation variables</b>			
<b>H7a</b>	Internal Service Quality * Management Level → Role Ambiguity	-.036	Not supported
<b>H7b</b>	Internal Service Quality * Management Level → Role Conflict	.168	Not supported
<b>H7c</b>	Internal Service Quality * Management Level → Role Overload	-.301 <sup>#</sup>	Supported (weak)
<b>H7b1</b>	Perceived Service Climate * Management Level → Role Ambiguity	.043	Not Supported
<b>H7b2</b>	Perceived Service Climate * Management Level → Role Conflict	-.314 <sup>#</sup>	Supported (weak)
<b>H7b3</b>	Perceived Service Climate * Management Level → Role Overload	.018	Not supported

<sup>#</sup>  $p < .10$ , \*  $p < .05$ , \*\*  $p < .01$ , \*\*\*  $p < .001$

### 5.6.2.2 The Mediating Effects of Role Stressors

As depicted in the conceptual model, role stressors is considered to be the mediating variable that causes mediation between PSC and MWB and ISQ and MWB, where PSC and ISQ are the independent variables and MWB is the dependent variable. With the help of the bootstrapping technique, the impact of the mediation can be evaluated (Shrout & Bolger, 2002). Using the bootstrapping technique the researcher was able to conclude on the level of mediation and whether it was full, partial or zero mediation.

In hypothesis 6a, the mediating effect of RS was tested on the relationship between PSC and MWB. Each RS was tested individually. Apart from the H6a1, where the mediation effect of role ambiguity is significant on the relationship between PSC and MWB, RC and RO do not have any mediating effect on the relationship of PSC on MWB.

Similarly in hypothesis H6b, the mediation effect of RS was tested individually on the relationship of ISQ on MWB. However in this relationship too, RA (H6b1) is the only role stressor that has a mediation effect on the relationship of ISQ on MWB.

In hypothesis H6c, ISQ does have a significant mediating effect on the relationship of PSC on MWB.

Table 5.13 Path Model Output - Indirect effects

H#	Hypotheses	Std. Est	Result
<b>Indirect effects</b>			
<b>H6a1</b>	Perceived Service Climate → Role Ambiguity → Managerial well-being	.060*	Supported
<b>H6a2</b>	Perceived Service Climate → Role Conflict → Managerial well-being	-.003	Not supported
<b>H6a3</b>	Perceived Service Climate → Role Overload → Managerial well-being	.000	Not supported
<b>H6b1</b>	Internal Service Quality → Role Ambiguity → Managerial well-being	.087**	Supported
<b>H6b2</b>	Internal Service Quality → Role Conflict → Managerial well-being	.000	Not supported
<b>H6b3</b>	Internal Service Quality → Role Overload → Managerial well-being	.000	Not supported
<b>H6c</b>	Perceived Service Climate → Internal Service Quality → Managerial well-being	.73*	Supported

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

## 5.7 Qualitative Study Details

As mentioned in Chapter 4, this research was conducted using a mixed method approach. The main study was conducted using a quantitative approach and the data was collected through a survey conducted by Researchify Pte Ltd. and a research sample of N=390 was used to test the hypotheses. The various techniques and methods to analyse the data collected from the quantitative study have been discussed in detail and the results have been shown in the various tables earlier in this section.

The strategy of conducting the qualitative study post results of the quantitative study was to test the results of the quantitative study as it was conducted on a larger scale, with different managers at various levels across different industries and to gain a first-hand insight from the managers about their understanding with regards to SC and internal ISQ and its impact on managerial outcomes and effect of RS and managerial levels on their well-being. Therefore the three main reasons for conducting the quantitative research prior to the qualitative research is as follows:

1. Strong empirical background on the three papers (Sharma et al., 2016; Fung et al., 2017 and Hosie et al., 2019) that were used as a background for this study. The constructs were clearly defined already.
2. Use of the results of the survey to run past managers during interviews
3. Time factor – three years to complete my DBA (Covid19)

### 5.7.1 Data Sampling and Screening

In order to conduct the interviews the researcher used convenience sampling to contact prospective interviewees. All the participants in the semi-structured interviews are known to the researcher and who have either worked previously in organisations with the researcher.



As per Jager et al (2019) the use of convenience sampling is as the name suggest convenient, cost effective and efficient. All the participants were presented with the recruitment sheet, participant information sheet and the participant consent statement (Annexure D,E,F).

In total 28 attempts were made to contact managers at different levels across different industries. 17 out of the 28 (60.7%) agreed to a semi-structured interview and 15 of the 17 (88.2%) were interviewed as that was the sample size required for this stage of research. Details in table 5.13.

Table 5.14 Data screening for Qualitative study

<b>Qualitative study</b>	<b>Interviewees</b>	<b>Percentage</b>
Total Attempts	28	100%
Agreed for interview	17	60.7%
Interviewed	15	88.2%
Usable Responses	15	100%

### 5.7.2 Sample Characteristics

The demographics for the interviews is a healthy mix of managers across different levels and from various industries as seen in Table 5.14.

Table 5.15 Interviews - Sample Profile

<b>Demographics</b>	<b>Frequency (n=15)</b>	<b>Percentage (%)</b>
<b>Managerial Level</b>		
Junior Manager	3	20.0
Middle Manager	8	53.3
Senior Manager	4	26.6
<b>Age</b>		
Less than 29 years	2	13.3
30 - 39 years	6	40.0
40 – 49 years	5	33.3
50 – 59 years	2	13.3
<b>Gender</b>		
Male	11	73.3
Female	4	26.6
<b>Industry</b>		
Retail	7	46.6

Mining/Resources	3	20.0
Banking	1	6.66
Healthcare	2	13.33
Hospitality	1	6.66
Finance	1	6.66

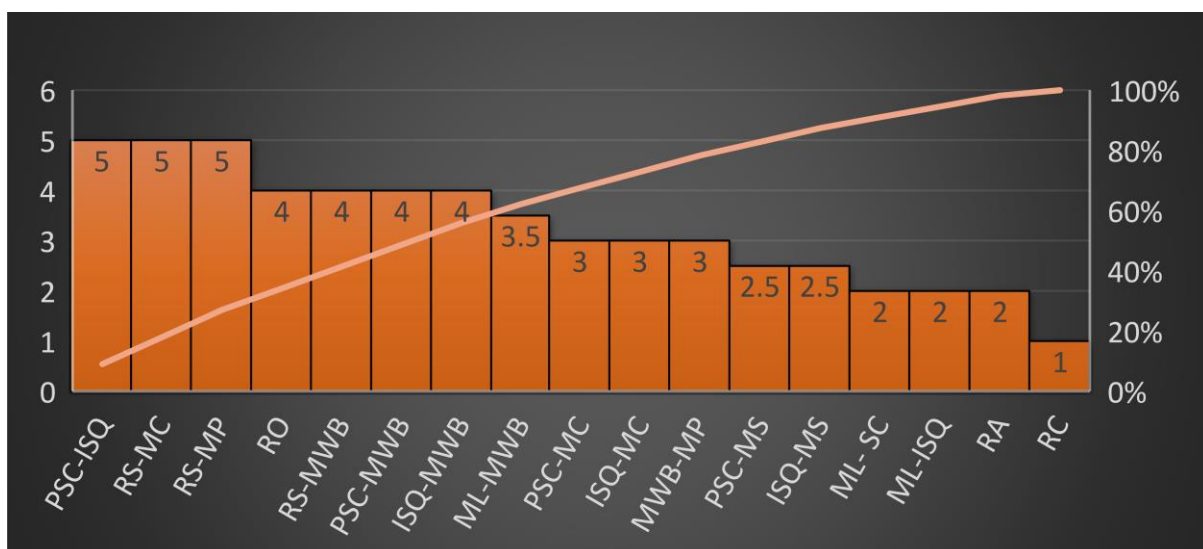
**Note:** *N*: Number Responses

### 5.7.3 Data Analysis

The collection of the data for the qualitative phase was done through semi-structured interviews in a casual setting. A total of fifteen interviews were conducted with a duration of an average of 25 minutes. The researcher framed questions (appendix G) that emanated from the questionnaire used during the collection of data for the quantitative study along with questions that were related to the results of the quantitative study.

The researcher made notes of the answers given by the participants and coded and categorized the answers as per the table 5.15 below.

Table 5.16 Interview data



The qualitative study was used as an instrument to test the impact of SC and ISQ on managerial outcomes along with the interactive effects of role stressors and managerial levels.

But more importantly the qualitative study was used to test the results of the quantitative study by sharing and discussing the results with the participants of the semi-structured interviews.

The results from the data collected during the semi-structured interviews were more or less in line with the results from the quantitative study. The data collected from semi structured interviews was transcribed manually, by reading the transcripts numerous times to discover common themes and common words. All important and pertinent information was highlighted and classified based on related information.

The semi structured interviews posed a few limitations as some of the participants were in a hurry and found the 25-30 min duration lengthy and hence curtailed their answers. However there were some interesting results that are highlighted below.

1. Role overload does have a negative relationship on managerial well-being which was not true for the quantitative phase (**H5c**)
2. **H2b** – PSC has a negative relationship on RC, this was supported in the opposite direction where RC had a negative effect on PSC, however this was not found to be true during the qualitative phase. RC as role stressor has the least impact on managers.
3. Managerial level which did not play a significant role during the quantitative phase, however did assume importance in the qualitative phase, especially with regards MWB. The role of senior managers did have an impact on Middle managers and subsequently middle managers on junior managers.

This research was conducted within the ethical guidelines and approvals as per the Curtin University's Human Research Ethics Committee which are aligned with the National Statement on Ethical Conduct in Research (2007). Post the approval from the ethics committee of Curtin University, data collection commenced. The ethics approval number provided by Curtin University is HRE 2021-0738.

## 5.8 Summary of Examined Hypotheses

The mixed method approach was conducted in this research and the nine hypotheses were tested especially during the quantitative phase. The data collected was thoroughly analysed using SPSS and AMOS to test the different relationships and variables and in the process test the hypotheses.

The qualitative phase was used as a tool to understand the understanding of the concepts of SC, ISQ, RS and MWB among managers of various organisations. The results from the data analysis of the survey was also discussed and the answers were analysed and the main differences were highlighted between the two research methods.

A summary of the hypothesis and the results are provide in table 5.17 below.

Table 5.17 Summary of the Hypotheses and results

<b>Hypotheses</b>		<b>Result</b>
<b><i>Independent Variables</i></b>		
<b>H2a</b>	PSC has a negative relationship with RA	Supported
<b>H2b</b>	PSC has a negative relationship with RC	Not supported (opp)
<b>H2c</b>	PSC has a negative relationship with RO	Not supported
<b>H3a</b>	ISQ has a negative relationship with RA	Supported
<b>H3b</b>	ISQ has a negative relationship with RC	Not supported
<b>H3c</b>	ISQ has a negative relationship with RO	Not supported (opp)
<b>H4</b>	ISQ has positive relationship with MWB	Supported
<b>H5a</b>	RA has a negative relationship with MWB	Supported
<b>H5b</b>	RC has a negative relationship with MWB	Not supported
<b>H5c</b>	RO has a negative relationship with MWB	Not supported
<b>H8a</b>	MWB has a positive relationship with MC	Supported
<b>H8b</b>	MWB has a positive relationship with MS	Supported
<b>H8c</b>	MWN has a positive relationship with MP	Supported
<b><i>Moderation variable</i></b>		
<b>H7a</b>	Management level negatively moderates ISQ on RA	Not supported
<b>H7b</b>	Management level negatively moderates ISQ on RC	Not supported
<b>H7c</b>	Management level negatively moderates ISQ on RO	Supported (weak)
<b>H7b1</b>	Management level negatively moderates PSC on RA	Not Supported
<b>H7b2</b>	Management level negatively moderates PSC on RC	Supported (weak)
<b>H7b3</b>	Management level negatively moderates PSC on RO	Not supported
<b><i>Mediation variable</i></b>		
<b>H6a1</b>	RA fully mediate the negative relationship of PSC on MWB	Supported

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<b>H6a2</b>	RC fully mediate the negative relationship of PSC on MWB	Not supported
<b>H6a3</b>	RO fully mediate the negative relationship of PSC on MWB	Not supported
<b>H6b1</b>	RA fully mediate the positive relationship of ISQ on MWB	Supported
<b>H6b2</b>	RC fully mediate the positive relationship of ISQ on MWB	Not supported
<b>H6b3</b>	RO fully mediate the positive relationship of ISQ on MWB	Not supported
<b>H6c</b>	ISQ mediates the relationship of PSC on MWB	Supported

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## CHAPTER 6: DISCUSSION AND CONCLUSION

### 6.1 Introduction

The previous five chapters have provided detailed accounts into the meaning and objectives of this study. The research gaps and hypotheses were discussed and the data collected was analysed using the required tools and techniques with the use of SPSS and AMOS.

In this chapter, the findings of this research and its implications on managerial well-being are discussed along with the implications that these findings will have on the industry. We also discuss the limitations and recommendations of this study, which will help researchers who wish to further pursue studies in this research area.

### 6.2 Discussion

Past studies (Sharma et al., 2016) showed that SC and ISQ do have a positive relationship on employee well-being and performance, but fail to explore the socio-psychological effect that is essential to this phenomenon. The studies of Sharma et al., 2016, Fung et al., 2017 had limitations as they took place with employees of a factory in China and with employees of an engineering company, therefore these findings could not be generalized and applied to other industry sectors and to different levels of employees (managers). The third study of Hosie et al., 2019, does propose that certain job-related affective outcomes like well-being and satisfaction can mediate the impact of RS on MP, however this study was conducted with managers from Western Australia where the economy of the state depends on mineral resources, therefore the findings from this study may not be applicable to managers from the rest of Australia.

This research, which is a combination and extension of the past studies of Sharma et al., 2016, Fung et al., 2017 and Hosie et al., 2019, had three research objectives that were the focal point of this research: (1) To investigate the mediating effects of three role stressors (ambiguity, conflict and overload) on the socio-psychological process by which Service Climate and Internal Service Quality affect managerial Well-being, (2) To investigate the mediating role of managerial well-being in the influence of internal service quality and role stressors on the other managerial outcomes, including satisfaction, commitment and performance and (3) To examine the moderating role of managerial level on the impact of Service Climate on Role Stressors, as well as Internal Service Quality on Employee Well-being. Therefore making role stressors (RA, RC, and RO), managerial well-being (MWB) and managerial levels (junior manager, middle manager and senior manager) the focal constructs of this process.

To address these objectives, this research used perceived service climate and internal service quality as constructs together with RS, managerial levels and MWB (driver of ES, EC and EP) to develop a conceptual model where service climate and internal service quality have an impact on the managerial outcomes of commitment, satisfaction and performance along with the effect of role stressors and managerial levels. This research also focussed on the role of managerial level and whether it would negatively moderate the impact of SC and ISQ on RS.

An online survey of managers across the retail industry in Australia was conducted through a panel company in Australia and a study consisting of 390 managers across the three levels (junior, middle and senior) was conducted. The data collected was analysed to test the nine hypotheses put forth in this study. The results from the study were mostly in line with the hypotheses, however there were results that did not support some of the hypotheses.

A qualitative study was conducted post the quantitative study with the aim to test the results of the quantitative study and get an insight and first hand understanding from the managers of various industries and levels, about the concept of whether or not service climate and internal service quality do have an impact on managerial outcomes and interactive effects of RS on managerial levels. The hypotheses are discussed in detail below, where we first discuss the direct effects and then the indirect effects.

### 6.2.1 PSC has positive relationship with ISQ (H1)

This hypothesis is a combination of two research areas that researchers have been researching over a period of time, SC and ISQ (Bruhn, 2003; Ehrhart et al., 2011; Johnston, 2008; Kang et al., 2002; Nazeer et al., 2014; Schneider et al., 2009; Schneider et al., 1998). The impact of SC on ISQ was studied by Fung et al., 2017, however in a different context and in China. Therefore it was important to test whether SC has a positive impact on ISQ on a larger industry segment and among managers.

The findings from the quantitative research study proved that service climate does have a positive impact on internal service quality. The same results were validated during the qualitative study by managers across industries. The p value is  $p < .001$  hence it strongly supported.

H#	Hypotheses	Std. Est	Result
H1	Perceived Service Climate → Internal Service Quality	.679***	Supported

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



### 6.2.2 PSC has a negative relationship with on RS – a) RA, b) RC and c) RO (H2a, H2b, H2c)

Service Climate is the overall observations that customers have about the services provided to them by an organisation. These observations lead to certain perceptions that are created as a result of the service interactions between the customer and the organisations Schneider (1973). Later on, employees were included as a part of the service culture and hence the views of the employees were also considered as a part of the interactions that the employees had with their organisation (Schneider and Bowan, 1985; Parkington and Buxton, 1980; Schneider, 1980, 1990; Schneider et al., 1992).

As per Somech (2016), there have been wide research on role stressors in regards to employees. Cropanzano & Wright, 2001 and Zelenski et al., 2008 developed the Happy-Productive Worker proposition which focussed on employees and their effective well-being. It states that employees with a higher level of effective well-being are motivated and are more satisfied and hence perform better in their respective jobs. In other words, there is a link between PSC and RS. Therefore in this research it is suggested that PSC will have a negative relationship with RS. In this study there researcher examined the relationship of each role stressor individual and the effect of SC on that particular RS.

H#	Hypotheses	Std. Est	Result
H2a	Perceived Service Climate → Role Ambiguity	-.285*	Supported
H2b	Perceived Service Climate → Role Conflict	.174	Not supported (Opp)
H2c	Perceived Service Climate → Role Overload	-.137	Not Supported

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

**PSC → RA:** The finding from the research study proved that PSC does have a negative impact of RA as role ambiguity is the assessment by the employee about different aspects with regard to their jobs, roles and goals (Beehr and Glazer, 2005). Higher levels of role ambiguity does have an adversarial effect on the overall employment atmosphere (Singh, 1998)

**PSC → RC:** As RC is primarily the mismatch with the expectations between employees, managers, co-workers and customers (SC). RC can lead to deteriorating job satisfaction and commitment (MacKenzie et al., 1998; Singh, 1998). Service climate does not have a negative effect on RC, however the results when tested in the opposite direction, proved that role conflict does have a negative effect on SC (MacKenzie et al., 1998; Singh, 1998). The lesser the role conflict, the higher will be the service climate levels. The results

**PSC → RO:** As per Singh (1998), role overload is the build-up of demands that affects an employees' overall morale and hence leads to lower out-put levels of motivation, commitment and satisfaction. When the data was analysed it was found to be that PSC had no effect on RO. In other words a high level of SC did not affect RO negatively as RO is more employee specific and the overall atmosphere does not matter.

### 6.2.3 ISQ has a negative relationship with role stressors -1) RA, 2) RC and 3) RO (H3a,H3b,H3c)

Sharma et al. (2016), dwells into the influence that ISQ can have on employee satisfaction, commitment and performance. The higher the ISQ levels the higher are the levels of satisfaction, commitment and performance. As established earlier that RS do affect the well-being of employees in terms of satisfaction, commitment and performance, this study hypothesized whether ISQ can have a negative impact on RS.

H#	Hypotheses	Std. Est	Result
H3a	Internal Service Quality → Role Ambiguity	-.418**	Supported
H3b	Internal Service Quality → Role Conflict	-.13	Not s supported
H3c	Internal Service Quality → Role Overload	.372*	Not supported (Opp)

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

Similar to the findings of H2, the results post the data analysis proved that ISQ has a strong negative influence on RA and does not affect RC and RO negatively. However on

analysing the data in the opposite direction it was found that RO does have a negative impact on ISQ. This is largely due to the fact the ISQ is vital in creating a positive atmosphere at the workplace (Sharma et al., 2016)

#### 6.2.4 ISQ has a positive relationship with MWB (H4)

ISQ is the inter-departmental and intra-departmental services that employees deliver to each other (Stauss, 1995). ISQ creates a positive atmosphere among employees of either the same department or other departments as they exchange services with each other (Sharma et al., 2016). Happy employees are productive employees. Therefore happiness can have a positive effect on EWB (MWB) and this leads to better performance (Joo et al., 2017). In this context it was hypothesized that ISQ had a positive effect on MWB and this was further supported post the data analysis.

H#	Hypotheses	Std. Est	Result
H4	Internal Service Quality → Managerial well-being	.107*	Supported

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

#### 6.2.5 Role stressors have a negative relationship with managerial well-being (H5a,H5b,H5c)

As discussed earlier the three role stressors - RA, RC and RO have an impact on the effective well-being of an employee (manager). As per Hosie et al., 2019, RA, RC and RO are inherently connected in multiple ways to the performance of managers. In this context Hosie et al., 2012 took the happy productive worker thesis (Cropanzano & Wright, 2001 and Zelenski et al., 2008) a step forward by including the managers of an organisation, proposing a relation

between the happiness of manager and their performance in the Happy-Performing Managers thesis

However Hosie et al., 2019, tested roles stressors as a single construct in the relationship between RS and job-related outcomes like MWB, satisfaction, commitment, happiness and performance. This study dwelled into the relationship of each role stressor (RA, RC, and RO) and its impact on MWB. Hence this hypothesis was created and the data analysed accordingly. The results of the data analysis is below, where RA had a negative impact on MWB, RC does not have a negative impact on MWB and RO also does not have a negative impact on MWB.

H#	Hypotheses	Std. Est	Result
H5a	Role Ambiguity → Managerial well-being	-.209***	Supported
H5b	Role Conflict → Managerial well-being	-.016	Not supported
H5c	Role Overload → Managerial well-being	.001	Not supported

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

### 6.2.6a RS fully mediate the negative relationship with PSC on MWB (6a2,6a2,6a3) (H6a)

In this hypothesis we test the mediating effect of the three role stressors (RA, RC and RO) on the negative effect of PSC on MWB. As tested in H1 where PSC has a positive impact on ISQ and in H4 where ISQ has a positive impact on MWB, it was important to check whether the three RS's individually will have a mediating effect on the relationship between PSC and ISQ.

The changes in the work place due to the increase in competition and the change in the work atmosphere has contributed to the rise in the stress levels of managers. This stress that the managers undergo has started to affect their well-being (MWB) (Hosie et al., 2019). While

it has been proven in the previous hypotheses that PSC and ISQ have a positive relationship on MWB, role stressors on the other has seem to have an adverse effect on MWB.

On analysis of the data, where the mediating effect of each role stressor was checked, the results proved that RA did have a negative effect the relationship of PSC on MWB. Whereas the RC and RO did not have a mediating relationship with PSC on MWB.

### **6.2.6b RS partially mediate the positive relationship with ISQ on MWB (6b1,6b2,6b3) (H6b)**

In this hypothesis, it was hypothesized that RS would partially mediate the positive relationship of ISQ on MWB, however post the analysis of the data and screening of the results, it was noticed that RA was the only role stressor that partially mediated the positive relationship of ISQ on MWB, whereas the hypothesis of RC and Ro on the relationship of ISQ on MWB was not supported.

<b>H#</b>	<b>Hypotheses</b>	<b>Std. Est</b>	<b>Result</b>
<b>Indirect effects</b>			
<b>H6a1</b>	Perceived Service Climate → Role Ambiguity → Managerial well-being	.060*	Supported
<b>H6a2</b>	Perceived Service Climate → Role Conflict → Managerial well-being	-.003	Not supported
<b>H6a3</b>	Perceived Service Climate → Role Overload → Managerial well-being	.000	Not supported
<b>H6b1</b>	Internal Service Quality → Role Ambiguity → Managerial well-being	.087**	Supported
<b>H6b2</b>	Internal Service Quality → Role Conflict → Managerial well-being	.000	Not supported
<b>H6b3</b>	Internal Service Quality → Role Overload → Managerial well-being	.000	Not supported
<b>H6c</b>	Perceived Service Climate → Internal Service Quality → Managerial well-being	.73*	Supported

#  $p < .10$ , \*  $p < .05$ , \*\*  $p < .01$ , \*\*\*  $p < .001$

### **6.2.6c ISQ positively mediates the relationship with PSC on MWB (H6c)**

As discussed earlier in the chapter, PSC does have a positive relationship with ISQ (H1) and ISQ has a positive relationship with MWB (H4). Hence it was hypothesized that ISQ will have

a positive relationship with PSC on MWB. Since PSC and ISQ both play a vital role in establishing a positive work atmosphere which in turn leads to happiness, well-being and performance, it was imperative to check this relationship.

The data was analysed and it was supported that ISQ does positively affect the relationship of PSC on MWB

#### **6.2.7a Managerial level negatively moderates the relationships with ISQ on RA, RC, RO (H7a)**

#### **6.2.7b Managerial level negatively moderates the relationships with PSC on RA, RC, RO (H7b)**

Managers at various levels have different roles to play. The managers at the lowest level normally lead a small set of employees to complete a task. These managers are task oriented. The managers at the middle level are the crucial set of managers as they lead larger teams and are responsible for the implementation of the organisations wider goals. These managers act on behalf of the senior management to get the junior managers to perform the tasks. The senior managers play the role of strategist and are the ones who create the goals of the organisations as a whole (Ghoshal & Barlett, 1999; Heyden et al. 2017).

**ISQ:** Keeping in mind the crucial roles carried out by the various levels of managers and their effects on the employees, it was hypothesized that managerial levels would negatively moderate the relationships of ISQ on RA, RC and RO. The data was analysed accordingly and the hypotheses were not supported for RA and RC but there was a weak moderation relationship for RO.

**PSC:** The negative moderating effect of managerial levels on the relationship of PSC on RA, RC and RO were also tested and it was found that only RC had a weak moderating

effect on the relationship of PSC on RC. The other two role stressor of RA and RO were not affected by the moderating relationship of management levels on the relationship with PSC.

H#	Hypotheses	Std. Est	Result
	Independent variables		
H7a	Internal Service Quality * Management Level → Role Ambiguity	-.036	Not supported
H7b	Internal Service Quality * Management Level → Role Conflict	.168	Not supported
H7c	Internal Service Quality * Management Level → Role Overload	-.301 <sup>#</sup>	Supported (weak)
H7b1	Perceived Service Climate * Management Level → Role Ambiguity	.043	Not Supported
H7b2	Perceived Service Climate * Management Level → Role Conflict	-.314 <sup>#</sup>	Supported (weak)
H7b3	Perceived Service Climate * Management Level → Role Overload	.018	Not s supported

### 6.2.8 Managerial well-being has positive relationship with managerial a) commitment, b) satisfaction, and c) performance (H8a, H8b, H8c)

Researchers in the past have validated the employee well-being does have a positive impact on commitment, satisfaction and performance, in this research we hypothesized that MWB does have a positive impact on the commitment, satisfaction and performance of managers. The hypothesis are strongly supported with  $p < .001$ . The qualitative study also provide similar insight into the same.

H#	Hypotheses	Std. Est	Result
	Independent variables		
H8a	Managerial well-being → Managerial Commitment	.436***	Supported
H8b	Managerial well-being → Managerial Satisfaction	.575***	Supported
H8c	Managerial well-being → Managerial Performance	.900***	Supported

<sup>#</sup>  $p < .10$ , \*  $p < .05$ , \*\*  $p < .01$ , \*\*\*  $p < .001$

### 6.2.9 Managerial a) commitment, and b) satisfaction have positive relationships with managerial performance.

As per Ahmadi et al (2023) managerial well-being increased the energy levels of the managers, which in turn reflected in their commitment and satisfaction. This research extend that study, by hypothesizing that when managers are committed and satisfied, it will have a

positive effect on their performance. Rabbanee et al (2018) show that managers in organisations that invest in MWB, have a positive effect on employee well-being which in turn increases the motivation of employees which leads to better engagement and productivity.

In this study while managerial commitment does have a positive effect on managerial performance which supports the first part of the hypothesis, managerial satisfaction does not have a positive effect on managerial performance. In other words, managers may be satisfied with their jobs and organisation, but that does mean MS will lead to better performance.

H#	Hypotheses	Std. Est	Result
Independent variables			
H9a	Managerial Commitment → Managerial Performance	.114*	Supported
H9b	Managerial Satisfaction → Managerial Performance	.058	Not supported

#  $p < .10$ , \*  $p < .05$ , \*\*  $p < .01$ , \*\*\*  $p < .001$

### 6.3 Contributions and Implications

This research contributes by addressing the limitations of the three previous studies by Sharma et al., 2016, Fung et al., 2017 and Hosie et al., 2019 which was the basis of this research study. As per Sharma et al., 2016, the two main limitations with regards to the study was the issue of generalizability of their findings as the study was conducted in a single industry along with the unique socio-economic and cultural characteristics in that area could have had an effect on the finding of the study and secondly, as this study was conducted in a manufacturing firm, the mobility of labour is higher than other industries, this could have affected the results. This research addressed these limitations by conducting a rigorous survey among managers of different levels (junior, middle and senior) across different industries and socio-economic backgrounds in Australia which has a diverse range of employees from different cultural background. The semi- structure interviews conducted reiterated the findings of the survey, hence addressing the issues of generalizability and mobility.



The limitations of Fung et al., 2017 was that the study was carried out with data from one company belonging to the construction industry and secondly the study focussed on the link between SC on ISQ and ISQ on performance. This study did not test the effect of SC and ISQ on satisfaction and commitment. In this research, the limitations were addressed as this research was carried out by collecting data from different organisations and from different locations (states) in Australia. Secondly this study extended the impact of SC and ISQ to role stressors, managerial well-being which in turn has an effect on managerial commitment and managerial satisfactions as per hypotheses below:

H2: Perceived service climate has a negative relationship with role stressors

H3: Internal service quality has a negative relationship with role stressors.

H4: Internal service quality has a positive relationship with managerial well-being.

Lastly the study conducted by Hosie et al., 2019 was conducted with data from managers of Western Australia largely from the mining and resources industry and secondly this study dwelled into the pressures on manager to perform and their expectations, but it did not distinguish between the different levels of managers, hence making it unclear whether the same finding could apply to all industry types and to managers at different levels.

This research extended the study of Hosie et al., 2019 by testing the moderating relationship (negatively) of ISQ and PCS on role stressor (H7) and addressed the issue of generalizability of industry type by collecting data to from different industry types across Australia. Moreover Hosie et al., 2019 uses roles stressors as a single construct, even though it defines the three role stressors of RA, RC and RO, in this research individual role stressors are used as constructs to test the different relationships. Therefore extend the study further and making it easier for organisations to have a better understanding as to which role stressors has

a major impact on managerial well-being. As mentioned and discussed in the qualitative study, role stressors can be different for different organisations.

The research aims to assess the interactive relationships of service climate, internal service quality, and role stressors on managerial well-being and their important outcomes, including commitment, satisfaction and performance. This research also investigated the differences in some of these effects across different managerial levels (Senior, middle and junior). This research study will also provide an 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 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 an 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, employee well-being and the performance of an organisation.

#### **6.4 Limitations**

This research offers a unified understanding of the influences of PSC, ISQ on managerial outcomes of commitment, satisfaction and performance along with the interactive

effect of role stressor and managerial levels. However this research has its own limitations and acknowledging the same can be beneficial for future research in this area of study.

Firstly, this research was conducted in Australia where the work ethics are different as compared to other business hubs like South East Asia, India and Europe. Managerial values and well-being changes according to the cultural environment in which the manager or employee is present. Managers of various other cultural backgrounds may have different work values. (Westwood & Posner, 1997). Therefore similar research conducted in different business hubs geographically will create a more universalistic perspective.

Secondly, in this research management level negatively moderates the effects of PSC on RS and ISQ on RS, it however did not test the individual managerial levels like junior manager, middle manager and senior manager. This could have thrown more light on the interactive effects of the managerial levels.

Thirdly, in this research the Harman's one-factor test was used for testing the common method bias, this may not always show the absence of common method bias. The marker variable approach can be more accurate, however as a marker variable was not included in the survey, the researcher could not use this method hence this limitation can be avoided in future research.

## **6.5 Research Conclusion**

Work and work environments are very important elements in terms of well-being (Kopp et al., 2008). Various studies have discussed the phenomena that high job-demands have a negative impact of well-being. Lower levels of well-being affect the work life as well as the personal life of the employee which leads to the loss of productivity (Cocker et al., 2013).

Managers who undergo higher degrees of job-demands, inevitably undergo higher levels of role stress (Fiedler et al., 2018). The role of managers have become very important in the well-being of employees (Nyberg et al., 2008). Manager's well-being is considered to be an important factor in the interest of the organisation (Nyberg et al., 2009).

Employee well-being and managerial well-being will always be an issue that decision makers in an organisation will have to deal with. This research was able to dwell into that area and create a model that highlighted the important levers of managerial well-being and firm performance.

Service climate and internal service quality are well known and well researched topics in services sector of industry. However this research went further and was able to test the various relationships that service climate and internal service quality as constructs could impact other factors that affect managerial well-being in multiple industry types. It tested the negative effect of service climate on role stressors, the negative effect of internal service quality on role stressors and the positive effect of internal service quality on managerial well-being.

Role stressors contribute to the overall health of an employee and have a direct impact on managerial performance (Beehr and Glazer, 2005). This research expanded the concept of role stressors by using each role stressor - role ambiguity, role conflict and role overload as individual constructs, hence being able to determine which among the three role stressors have a higher impact on service climate, internal service quality and managerial performance. This will give the organisation a better understanding as to how to deal with role stress.

To conclude, service climate, internal service quality, role stressors and managerial levels are all important factors in employee and managerial well-being. Senior management will have to understand that well-being is a key factor to the organisations success and hence organisations will always be required to assess their internal policies with regards to well-being. A happy work force is always a productive work force.

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## APPENDICES

### Appendix A: Survey



#### Recruitment Material for Online Survey

Dear Sir/Madam,

I am researching about managerial well-being at the workplace and the factors that influence the same. In this regard, I would like to conduct an online survey with yourself to understand your views about the same. This survey should take approximately 10-15 minutes to complete. Please note that your participation is voluntary, which means that you can refuse to participate in this interview at any stage without any penalty or repercussions. Moreover, we would not collect any personal information about you and all your responses will be kept confidential.

A participation information statement is attached for your reference.

Curtin University Human Research Ethics Committee (HREC) has approved this study (HREC number **HRE2021-0738**).

This survey is conducted only for academic purposes and its findings would not be used for any commercial application.

Thank you in advance for your participation.

Regards,

**Fabian Redden**

DBA Student - School of Management and Marketing  
Curtin University

**PARTICIPANT INFORMATION STATEMENT**

<b>HREC Project Number:</b>	<b>HRE2021-0738</b>
<b>Project Title:</b>	Demystifying the impact of service climate and internal service quality on managerial outcomes: Interactive effects of role stressors and managerial levels
<b>Chief Investigator:</b>	Professor Piyush Sharma – Principal Supervisor
<b>Student researcher:</b>	Fabian Agnelo Redden
<b>Version Number:</b>	V7
<b>Version Date:</b>	12Feb2019

**What is the Project About?**

- This is a survey about managerial wellbeing and it should take approximately 10-15 minutes to complete.
- Please note that your participation is voluntary, which means that you can refuse to participate in this survey at any stage without any penalty or repercussions.
- Moreover, we would not collect any personal information about you so all your responses will be totally anonymous and kept confidential.

**Who is doing the Research?**

- The project is being conducted by Fabian Agnelo Redden.
- The results of this research project will be used by Fabian Agnelo Redden to obtain a Doctor of Business Administration degree at Curtin University and is funded by the University
- There will be no costs to you and you will not be paid for participating in this project.

**Why am I being asked to take part and what will I have to do?**

- As this study is about Managers, you have been asked to take part because you are currently in the role of a manager.
- Please note that your participation is voluntary, which means that you can refuse to participate in this survey at any stage without any penalty or repercussions
- You will be asked to answer a few questions that you would need to answer based on your understanding of the various factors described in the first part
- The study will take place at in Australia and you will be required to take part in the survey that will be conducted online.
- We will ask you questions about the various aspects of Managerial wellbeing.

- There will be no cost to you for taking part in this research and you will not be paid for taking part.

**Are there any benefits' to being in the research project?**

- There may be no direct benefit to you from participating in this research.
- We hope the results of this research will allow us to:
  - Understand managerial wellbeing in more depth
  - Improve managerial well being

**Are there any risks, side-effects, discomforts or inconveniences from being in the research project?**

- Apart from giving up your time, we do not expect that there will be any risks or inconveniences associated with taking part in this study.

**Who will have access to my information?**

- The data collected will be accessible only by the researcher and the committee members of the thesis.
- The data will be utilised only for the purpose of this research and will not be shared with any unpermitted party.
- The data collected will be retained for a minimum of seven years and then will be destroyed.
- Finally, the researcher will ensure that published materials do not contain any data which can identify the participants.
- The data collected in this research will be non-identifiable (anonymous). This means that we do not need to collect individual names or information is anonymous and will not include a code number or name.
- No one, not even the research team will be able to identify your information.
- The following people will have access to the information we collect in this research: the research team and, in the event of an audit or investigation, staff from the Curtin University Office of Research and Development
- Electronic data will be password-protected and hard copy data (including video or audio tapes) will be in locked storage.

**Will you tell me the results of the research?**

- The results of this research may be presented at conferences or published in professional journals. You will not be identified in any results that are published or presented.

**Do I have to take part in the research project?**

- Taking part in a research project is voluntary. It is your choice to take part or not. You do not have to agree if you do not want to. If you decide to take part and then change your mind, that is okay, you can withdraw from the project.
- With your permission, if you chose to leave the study we will use any information collected unless you tell us not to.

**What happens next and who can I contact about the research?**

- **Fabian Redden**  
DBA Student - School of Management and Marketing  
Curtin University, Australia  
Email: f.redden@postgrad.curtin.edu.au
  
- **Professor Piyush Sharma**  
Principal Supervisor - School of Management and Marketing  
Curtin University, Australia  
Tel: 08 9266 3744  
Email: Piyush.Sharma@curtin.edu.au
  
- At the start of the questionnaire, available via the link provided, there is a checkbox to indicate you have understood the information provided here in the information sheet.

Curtin University Human Research Ethics Committee (HREC) has approved this study (HREC number XX/XXXX). Should you wish to discuss the study with someone not directly involved, in particular, any matters concerning the conduct of the study or your rights as a participant, or you wish to make a confidential complaint, you may contact the Ethics Officer on (08) 9266 9223 or the Manager, Research Integrity on (08) 9266 7093 or email hrec@curtin.edu.au.



## Participant Consent Statement

\*This will be utilised in Qualtrics to inform the participants about the study aims\*

*Please click the check box to confirm your consent to participate in this study.*

- I have received information regarding this research and have had the opportunity to ask questions. I understand the purpose, extent and possible risks associated with my involvement in this study, and I voluntarily consent to take part.

*Now click the next button at the bottom right to continue.*

*NEXT*



## Online Survey Questionnaire (Qualtrics)

*Please click the check box to confirm your consent to participate in this study.*

- I have received information regarding this research and have had the opportunity to ask questions. I understand the purpose, extent and possible risks associated with my involvement in this study, and I voluntarily consent to take part.

*Now click the next button at the bottom right to continue.*

*Next*

### **Part 1 General Information**

This part of the survey includes the respondents demographic information and company background information.

#### **Section 1 Respondents Demographic Information**

(This section will be used to elicit the respondents demographic information)

*Please answer the following questions and provide the most appropriate information applicable.*

1.1 Please indicate your age band (years)

- Less than 30 years  
 30 - 39 years  
 40 – 49 years  
 50 – 59 years

- 60 years and above

1.2 Please indicate your gender

- Male  
 Female  
 Non-Binary  
 Prefer not to answer

1.3 Please indicate your Level of Education

- High School or Below  
 Vocational  
 Bachelor  
 Master or Higher

1.4 Please indicate your position in the company

- Junior Manager  
 Middle Manager  
 Senior Manager  
 Others

1.5 Please indicate how long have you been employed in the company

- < 1 year  
 1 - 5 years  
 6 - 10 years  
 11 - 15 years  
 16 – 20 years  
 > 20 years

1.6 In which Australian state do your work: \_\_\_\_\_

**Section 2 Company's Background Information**

(This section will be used to elicit the company's background information for this study)

*Please answer the following questions and provide the most appropriate information applicable.*

2.1 Indicate your company based on the industry type:

- Retail**  
 **Finance (Banking, Insurance, and Loans etc.)**  
 **Mining**  
 **Health**

*If the answer is Finance, Mining or Health, terminate the survey, else continue.*

2.2 In which year was your company established: \_\_\_\_\_years.

2.3 Number of employees in the company: \_\_\_\_\_ employees.

2.4 Indicate your company sub-sector category in the retail industry

<input type="checkbox"/> Speciality stores <input type="checkbox"/> Jewellery <input type="checkbox"/> Fashion, Clothing, Footwear <input type="checkbox"/> Speciality Food <input type="checkbox"/> Home and Living <input type="checkbox"/> Super Markets	<input type="checkbox"/> Liquor <input type="checkbox"/> Department Stores <input type="checkbox"/> Sport, Recreation and Leisure <input type="checkbox"/> Hardware trade and Gardening <input type="checkbox"/> Entertainment and Communication <input type="checkbox"/> Technology
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## Part 2 The Questionnaire

This part includes questions of the involved variables being studied, which are divided into five sections.

*Please answer the following questions by providing the most appropriate response applicable.*

### Section 1 - Service Climate

How would you rate your employer on each of the following statements? <i>(Click <b>Only</b> one number for each statement)</i>			Very Poor	Poor	Fair	Neutral	Good	Very Good	Excellent
<b>Perceived Service Climate</b>	1	Job knowledge and skills of employees in the business to deliver superior quality work and service?	1	2	3	4	5	6	7
	2	Efforts to measure and track the quality of work and service provided by the company	1	2	3	4	5	6	7
	3	The recognition and rewards that managers receive for the delivery of superior work and service	1	2	3	4	5	6	7
	4	The leadership shown by the management in supporting the service quality effort	1	2	3	4	5	6	7
	5	The effectiveness of communication effort provided to both managers and customers by our company	1	2	3	4	5	6	7
	6	Tools, technology and other resources provided by our company to support the delivery of superior quality of work and service.	1	2	3	4	5	6	7
<b>Internal</b>	1	Timeliness of response	1	2	3	4	5	6	7
	2	Follow-through	1	2	3	4	5	6	7



	3	Competence of employees	1	2	3	4	5	6	7
	4	Job knowledge	1	2	3	4	5	6	7
	5	Quality of interaction	1	2	3	4	5	6	7
	6	Level of cooperation	1	2	3	4	5	6	7

### Section 2 – Role Stressors

Using the following scale, please indicate the extent to which you agree or disagree with the following statements. <i>(Click <b>Only</b> one number for each statement)</i>			Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Agree	Strongly Agree
<b>Role Ambiguity</b>	1	I have clear, planned goals and objectives (for my job)	1	2	3	4	5	6	7
	2	I know exactly what is expected of me	1	2	3	4	5	6	7
	3	I know what my responsibilities area	1	2	3	4	5	6	7
	4	I feel secure about how much authority I have	1	2	3	4	5	6	7
	5	Explanation is clear on what has to be done	1	2	3	4	5	6	7
<b>Role Conflict</b>	1	I often get involved in situations in which there are conflicting requirements	1	2	3	4	5	6	7
	2	I receive incompatible requests from two or more people	1	2	3	4	5	6	7
	3	I receive an assignment without adequate resources to execute it	1	2	3	4	5	6	7
	4	I work with two or more groups who operate quite differently	1	2	3	4	5	6	7
	5	I have to reconcile conflicting demands from different people	1	2	3	4	5	6	7
	6	I have to do things that should be done differently	1	2	3	4	5	6	7
<b>Role Overload</b>	1	I am given enough time to do what is expected of me on my job	1	2	3	4	5	6	7
	2	It often seems like I have too much work for one person to do	1	2	3	4	5	6	7
	3	The performance standards on my job are too high	1	2	3	4	5	6	7
	4	I have too much work to do everything well	1	2	3	4	5	6	7
	5	The amount of work I am asked to do is fair	1	2	3	4	5	6	7
	6	I never seem to have enough time to get everything done	1	2	3	4	5	6	7

### Section 3 – Employee Wellbeing

Using the following scale, please indicate the extent to which you agree or disagree with the following statements. <i>(Click <b>Only</b> one number for each statement)</i>		Not at all	To a small extent	To some extent	To a moderate extent	To a great extent	To a very great extent	To an extreme extent	
<b>Employee Wellbeing</b>	1	How satisfied are you with your quality of life?	1	2	3	4	5	6	7
	2	How satisfied are you with your health?	1	2	3	4	5	6	7
	3	How satisfied are you with your ability to perform daily activities?	1	2	3	4	5	6	7
	4	How satisfied are you with your sleep?	1	2	3	4	5	6	7
	5	How satisfied are you with your capacity for work?	1	2	3	4	5	6	7
	6	How satisfied are you with yourself?	1	2	3	4	5	6	7
	7	To what extent do you feel that physical pain prevents you from doing what you need to do?	1	2	3	4	5	6	7
	8	How much do you need any medical treatment to function normally in your daily life?	1	2	3	4	5	6	7
	9	How often do you have negative feelings such as blue mood, despair, anxiety, depression	1	2	3	4	5	6	7

#### Section 4 – Employee Commitment

Using the following scale, please indicate the extent to which you agree or disagree with the following statements. <i>(Click <b>Only</b> one number for each statement)</i>		Strongly Disagree	Disagree	Somewhat disagree	Neither agree or disagree	Somewhat agree	Agree	Strongly agree	
<b>Affective Commitment</b>	1	I have a strong sense of belongings to my organization	1	2	3	4	5	6	7
	2	I really feel as if this organization's problems are my own	1	2	3	4	5	6	7
	3	I feel like "part of the family" at my organization	1	2	3	4	5	6	7
	4	I would be very happy to spend the rest of my career with this organization	1	2	3	4	5	6	7
<b>Continuance Commitment</b>	1	Right now, staying with my organization is a matter of necessity as much as desire	1	2	3	4	5	6	7
	2	It would be very hard for me to leave my organization right now, even if I wanted to	1	2	3	4	5	6	7
	3	Too much in my life would be disrupted if I decided to leave my organization now	1	2	3	4	5	6	7

	4	I feel that I have too few options to consider leaving this organization	1	2	3	4	5	6	7
	5	If I had not already put so much of myself into this organization, I might consider working elsewhere	1	2	3	4	5	6	7
<b>Normative Commitment</b>	1	I would feel guilty if I left my organization now	1	2	3	4	5	6	7
	2	I would not leave my organization right now because I have a sense of obligation to the people in it	1	2	3	4	5	6	7
	3	Even if it were to my advantage, I do not feel it would be right to leave my organization now	1	2	3	4	5	6	7
	4	This organization deserves my loyalty	1	2	3	4	5	6	7

## Section 5

### Employee Satisfaction

Using the following scale, please indicate your level of satisfaction with the following statements. <i>(Click <b>Only</b> one number for each statement)</i>			Very dissatisfied	Dissatisfied	Somewhat dissatisfied	Neither satisfied or dissatisfied	Somewhat satisfied	satisfied	Very satisfied
<b>Employee Satisfaction</b>	1	All in all, I am satisfied with my job	1	2	3	4	5	6	7
	2	All in all, I am satisfied with my co-workers	1	2	3	4	5	6	7
	3	All in all, I am satisfied with my supervisor	1	2	3	4	5	6	7
	4	All in all, I am satisfied with my working at this company	1	2	3	4	5	6	7

### Employee Performance

Using the following scale, please rate your performance on each of the following statements. <i>(Click <b>Only</b> one number for each statement)</i>			Very Poor	Poor	Fair	Good	Very good	Excellent	Exceptional
<b>Employee Performance</b>	1	Attitude	1	2	3	4	5	6	7
	2	Initiative	1	2	3	4	5	6	7
	3	Dependability	1	2	3	4	5	6	7
	4	Responsibility	1	2	3	4	5	6	7
	5	Judgment	1	2	3	4	5	6	7

	6	Work knowledge	1	2	3	4	5	6	7
	7	Work quality	1	2	3	4	5	6	7
	8	Organization capability	1	2	3	4	5	6	7
	9	Team play	1	2	3	4	5	6	7
	10	Overall performance	1	2	3	4	5	6	7



### **Recruitment Material for Online Survey**

Dear Sir/Madam,

I am researching about managerial well-being at the workplace and the factors that influence the same. In this regard, I would like to conduct an online survey with yourself to understand your views about the same. This survey should take approximately 10-15 minutes to complete. Please note that your participation is voluntary, which means that you can refuse to participate in this interview at any stage without any penalty or repercussions. Moreover, we would not collect any personal information about you and all your responses will be kept confidential.

A participation information statement is attached for your reference.

Curtin University Human Research Ethics Committee (HREC) has approved this study (HREC number HRE.....).

This survey is conducted only for academic purposes and its findings would not be used for any commercial application.

Thank you in advance for your participation.

Regards,

**Fabian Redden**

DBA Student - School of Management and Marketing  
Curtin University

### **PARTICIPANT INFORMATION STATEMENT**

<b>HREC Project Number:</b>	Awaited
<b>Project Title:</b>	Demystifying the impact of service climate and internal service quality on managerial outcomes: Interactive effects of role stressors and managerial levels
<b>Chief Investigator:</b>	Professor Piyush Sharma – Principal Supervisor
<b>Student researcher:</b>	Fabian Agnelo Redden
<b>Version Number:</b>	V7
<b>Version Date:</b>	12Feb2019

#### **What is the Project About?**

- This is an interview about managerial wellbeing and it should take approximately 30 minutes to complete.
- Please note that your participation is voluntary, which means that you can refuse to participate in this interview at any stage without any penalty or repercussions.
- Moreover, we would not collect any personal information about you so all your responses will be totally anonymous and kept confidential.

#### **Who is doing the Research?**

- The project is being conducted by Fabian Agnelo Redden.
- The results of this research project will be used by Fabian Agnelo Redden to obtain a Doctor of Business Administration at Curtin University and is funded by the University
- There will be no costs to you and you will not be paid for participating in this project.

#### **Why am I being asked to take part and what will I have to do?**

- As this study is about Managers, you have been asked to take part because you are currently in the role of a manager.
- The interview will take place at a mutually convenient location in case of a face to face interview.
- Please note that your participation is voluntary, which means that you can refuse to participate in this interview at any stage without any penalty or repercussions

- You will be asked to answer a few questions that you would need to answer based on your understanding of the various factors described.
- The study will take place in Australia and you will be required to take part in the interview that be conducted either face to face or by using an online platform like WebEx or as approved by Curtin University.
- We will ask you questions about the various aspects of Managerial wellbeing.
- There will be no cost to you for taking part in this research and you will not be paid for taking part.
- We will make a digital audio/video recording so we can concentrate on what you have to say and not distract ourselves with taking notes. After the interview/focus group we will make a full written copy of the recording.

#### **Are there any benefits' to being in the research project?**

- There may be no direct benefit to you from participating in this research.
- We hope the results of this research will allow us to:
  - Understand managerial well-being in more depth
  - Improve managerial well-being at the workplace

#### **Who will have access to my information?**

- The data collected will be accessible only by the researcher and the committee members of the thesis.
- The data will be utilised only for the purpose of this research and will not be shared with any unpermitted party.
- The information collected in this research will be re-identifiable (coded). This means that we will collect data that can identify you, but will then remove identifying information on any data or sample and replace it with a code when we analyse the data. Only the research team have access to the code to match your child's name if it is necessary to do so. Any information we collect will be treated as confidential and used only in this project unless otherwise specified. The following people will have access to the information we collect in this research: the research team and, in the event of an audit or investigation, staff from the Curtin University Office of Research and Development
- The data collected will be retained for a minimum of seven years and then will be destroyed.
- Finally, the researcher will ensure that published materials do not contain any data which can identify the participants.
- Electronic data will be password-protected and hard copy data (including video or audio tapes) will be in locked storage.

#### **Will you tell me the results of the research?**

- The results of this research may be presented at conferences or published in professional journals. You will not be identified in any results that are published or presented.

#### **Do I have to take part in the research project?**

- Taking part in this research project is voluntary. It is your choice to take part or not. You do not have to agree if you do not want to. If you decide to take part and then change your mind, that is okay, you can withdraw from the project.
- With your permission, if you chose to leave the study we will use any information collected unless you tell us not to.

### **What happens next and who can I contact about the research?**

- **Fabian Redden**  
DBA Student - School of Management and Marketing  
Curtin University, Australia  
Email: f.redden@postgrad.curtin.edu.au
  
- **Professor Piyush Sharma**  
Principal Supervisor - School of Management and Marketing  
Curtin University, Australia  
Tel: 08 9266 3744  
Email: Piyush.Sharma@curtin.edu.au
  
- If you decide to take part in this research we will ask you to sign the consent form. By signing it is telling us that you understand what you have read and what has been discussed. Signing the consent indicates that you agree to be in the research project. Please take your time and ask any questions you have before you decide what to do. You will be given a copy of this information and the consent form to keep.

Curtin University Human Research Ethics Committee (HREC) has approved this study (HREC number XX/XXXX). Should you wish to discuss the study with someone not directly involved, in particular, any matters concerning the conduct of the study or your rights as a participant, or you wish to make a confidential complaint, you may contact the Ethics Officer on (08) 9266 9223 or the Manager, Research Integrity on (08) 9266 7093 or email hrec@curtin.edu.au.



## Consent Form

<b>HREC Project Number:</b>	Awaited.
<b>Project Title:</b>	Demystifying the impact of service climate and internal service quality on managerial outcomes: Interactive effects of role stressors and managerial levels
<b>Chief Investigator:</b>	Professor Piyush Sharma – Chief Investigator
<b>Student researcher:</b>	Fabian Agnelo Redden
<b>Version Number:</b>	V6
<b>Version Date:</b>	12FEB2019

- I have read, the information statement version listed above and I understand its contents.
- I believe I understand the purpose, extent and possible risks of my involvement in this project.
- I voluntarily consent to take part in this research project.
- I have had an opportunity to ask questions and I am satisfied with the answers I have received.
- I understand that this project has been approved by Curtin University Human Research Ethics Committee and will be carried out in line with the National Statement on Ethical Conduct in Human Research (2007).
- I understand I will receive a copy of this Information Statement and Consent Form.

Participant Name	
Participant Signature	
Date	

Researcher Name	
Researcher Signature	
Date	

## Participation Consent Statement

<input type="checkbox"/> I do	<input type="checkbox"/> I do not	consent to you using any data I provided before withdrawing from the study, if relevant
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<input type="checkbox"/> I do	<input type="checkbox"/> I do not	consent to being audio-recorded
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<input type="checkbox"/> I do	<input type="checkbox"/> I do not	consent to be contacted about future research projects that are related to this project
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<input type="checkbox"/> I do	<input type="checkbox"/> I do not	consent to the storage and use of my information in future ethically-approved research projects related to this (project/disease)
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Participant Name	
Participant Signature	
Date	

## Interview guide for Qualitative Study

### **Introduction**

Hi, in this study we would like to demystify the impact of service climate and internal service quality on managerial outcomes along with the interactive effects of role stressors and managerial levels

### **Background**

Could you please share something about yourself, e.g., your company, years in the organisation, your designation, your education background, etc.?

### **Service Climate**

In this research, we define “Service Climate” as the culmination of perceptions that customers have of the organization that provide service to them, which is based on certain service related events. It also includes the perceptions of employees with regards to certain events, practices, procedures and behaviours that would get rewarded or which were expected from their organization.

1. What is your understanding of service climate?
2. What are the measures your organisation adopted to create a healthy service climate?
3. Could you provide an example of any strategies that the organisation has used to positively influence the service climate?

### **Internal Service Quality**

Internal service quality is described as the services that the various departments or the employees of those departments provide to other departments or employees of those departments.

4. What is your understanding of Internal Service Quality?
5. Do you think internal service quality is important for an organisation? Why?
6. Could you provide an example of internal service quality in your organisation?

### **Impact of Service Climate and Internal Service Quality**

7. How does Service climate impact your performance and overall job satisfaction? Please share some examples.
8. How does internal service quality impact your performance and overall job satisfaction? Please provide some examples.

### **Management Levels**

9. Could you please explain the various management levels in your organization?
10. What management level do you belong to?
11. Do you think management levels have a role to play on service climate? How?
12. Do you think management levels have an impact on internal service quality? How?
13. Do you think management levels have an impact on wellbeing? What would that impact be?

### **Role Stressors**

Managers are always under pressure to perform at peak levels in order to match the expectations of the various stakeholders. These pressures put an enormous strain, known as role stressors, which consist of three dimensions, namely ambiguity, conflict and overload, on the performance of managers and their well-being. Role ambiguity is a makeup of the employees' assessment of information with regards to their roles, company's expectations, goals and behaviour that required for them to perform effectively. Role conflict is the mismatch between the expectation levels of the employees, their supervisors and the customers. Role overload on the other hand is the cumulative effect that the various demands of the job role has on an employee that affect the employee's ability to perform various tasks

14. What according to you is the most common role stressor? And why?
15. Do you think that role stressors play an important role in managerial wellbeing? How?
16. How important is it for managers to have lower levels of stress?
17. Do you think that having lower levels of stress will help in managerial performance?
18. What can be done to negate the effect role stressors?

### **Managerial Well-being**

Managers regularly face challenges and obstacles in the workplace which can affect their mental health and performance, therefore their well-being is important

19. How important is managerial well-being?
20. Do you think it is important to organisations to invest in managerial well-being?
21. What according to you are the various steps an organisations needs to take to ensure proper managerial well-being?
22. Could you please elaborate on your organisations well-being initiatives?
23. What is the impact of role stressors on managerial well-being?
24. Does perceived service climate and perceived internal service quality have an impact on managerial well-being?

### **Managerial Commitment**

It is connection that exists between an employee (manager) and their organization which has a substantial effect on their performance. Employee commitment is a psychological state that indicates the strength of an employee's association with their organization and shows their intent to maintain this association.

25. How important is managerial commitment to an organisation? Please explain.
26. What according to you are the factors that affect managerial commitment?
27. What are the outcomes of managerial commitment?
28. Does service climate affect managerial commitment? How?
29. Does internal service quality affect managerial commitment? How?
30. Does role stressors affect managerial commitment? How?

**Managerial Satisfaction**

Employee satisfaction as a feeling of fulfilment that employees derive from their job. It is accepted as one of the most important drivers of employee service quality, loyalty and productivity

31. What is your understanding of employee satisfaction?
32. How important it is to have satisfied employees? Why?
33. What steps are taken by your organisation for employee satisfaction?
34. How important is service climate and internal service quality for employee satisfaction?

**Managerial Performance**

In today's work environment, managerial work has become ever more difficult and perplexing with globalization, restructuring, focus on short-term results and the advances in technology. This has increased the demands on managers and their performance

35. What is your understanding of managerial performance?
36. How important is managerial performance to an organisation?
37. What is the effect of managerial well-being on managerial performance?
38. Does role stressors affect managerial performance? How