

BI Norwegian Business School

Preliminary Report

**Building a Service Climate to improve
Organizational Performance;
Do Organizational Resources, LMX, and Collective
Felt Trust matter?**

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Content

| | |
|--|-----------|
| SUMMARY | 2 |
| INTRODUCTION | 3 |
| RESEARCH FOCUS | 5 |
| LITERATURE REVIEW AND HYPOTHESES | 6 |
| SERVICE CLIMATE | 6 |
| <i>Organizational Resources (OR)</i> | 8 |
| <i>Social- and Economic Leadership-Member Exchange (SLMX and ELMX)</i> | 10 |
| <i>Collective Felt Trust: A mediating factor between LMX and Service Climate</i> | 12 |
| THE PROPOSED MODEL..... | 14 |
| METHODOLOGY | 15 |
| SAMPLING AND PROCEDURE | 15 |
| MEASURES | 15 |
| <i>Service climate</i> | 15 |
| <i>Organizational resources</i> | 15 |
| <i>SLMX and ELMX</i> | 16 |
| <i>Collective Felt Trust</i> | 16 |
| <i>Store Performance</i> | 16 |
| <i>Control variables</i> | 16 |
| ANALYSIS | 17 |
| IMPLEMENTATION PLAN AND SCHEDULE | 17 |
| APPENDIX 1 | 19 |
| APPENDIX 2 | 19 |
| APPENDIX 3 | 20 |
| APPENDIX 4 | 21 |
| BIBLIOGRAPHY | 22 |

Summary

For traditional retailers, the emphasis on service quality is becoming increasingly important, due to increased competition from online stores. The service quality can be improved by creating a service climate within the organization, because employees' attitudes and behaviours can positively impact organizational performance (Schneider, White, & Paul, 1998). Service climate occurs when employees have the same perception of what is rewarded, supported and expected by the organization with regards to customer service and customer service quality (Salanova, Agut, & Peiró, 2005). Previous research shows that two of the antecedents for creating a service climate is leadership and HR practices (i.e. organizational resources) (Bowen & Schneider, 2014), and in this paper we aim to present relevant theory and research made on these topics, to get enough theoretical background for our own research. In regard to leadership, the main focus will be on the relationship between leadership and members, or more specifically, the LMX theory. We adopt the model from Kuvaas, Buch, Dysvik, and Haerem (2012), that proposes categorization of social and economic relationships consisting of different qualities. Very little research has been made on the relationship between LMX and service climate, and to our best knowledge, it is not mentioned in any reviews about service climate.

The thesis seeks to investigate how organizational resources and the different categories of LMX are related to service climate, and if collective felt trust can explain the relationship between SLMX, ELMX and service climate. Firstly, relevant theory and research, hypothesis and the proposed model will be presented. Secondly, we give a brief outline of the methodology we plan to use. Finally, we present the planned task- and time-schedule for this thesis.

Introduction

Organizations often find the need to put more emphasis on service quality provided by its employees, due to the overall growth in service economy and increased competition among service providers (Salanova et al., 2005; Schneider & Bowen, 1993). This especially applies to traditional retailing, because they are facing increased competition from online stores. Due to different cost structures and lower prices, the performance of traditional retailers might decrease (Rigby, 2011). As Rigby states, “*Amazon’s five-year average return on investment is 17%, whereas traditional retailers average 6.5%*” (Rigby, 2011, p. 67). Therefore, it is crucial that retailers with physical stores take the advantage of direct contact with its customers. For example, Pugh (2001) found that employees’ attitudes can impact customers’ attitudes through a contagion process. This gives organizations the opportunity to improve organizational performance by delivering excellent customer service (Rust & Zahorik, 1993; Storbacka, Strandvik, & Grönroos, 1994), which has been shown to be strongly linked to customer satisfaction and loyalty (Schneider, Ehrhart, Mayer, Saltz, & Niles-Jolly, 2005). Hence, employees can improve the customer experience, and customers’ perception of service quality (Johnson, 1996; Schneider et al., 1998), which has a positive influence on customer satisfaction, customer loyalty, and overall organizational performance (Salanova et al., 2005; Schneider et al., 2005).

One can improve service provided by employees by creating a climate that strategically focus on customers, defined as service climate (Salanova et al., 2005; Schneider et al., 1998). If organizations are able to create such a climate, employees use their competencies and effort to provide quality service and improve customer experience (Schneider et al., 1998). A reciprocal effect may also occur between employee performance and customer loyalty, meaning that customer loyalty can also impact employee performance (Salanova et al., 2005). Hence, creating a service climate can be a way for organizations to improve service quality.

The key antecedents for creating a service climate has been shown to be Human Resource (HR) practices, leadership, and system support (Bowen & Schneider, 2014; Hong, Liao, Hu, & Jiang, 2013). Some authors suggest that HR practices

has a positive impact on service climate, because it facilitates the work in terms of organizational resources needed to achieve the work goal (Salanova et al., 2005). Also, it may have a motivational function in terms of fostering employee growth, learning, and development (Schaufeli & Bakker, 2004). For example, a study conducted by Salanova et al. (2005) shows that employees feel more engaged when they perceive that organizational resources (i.e. training, autonomy, and technology) are available and remove obstacles at work. Further, employees who feel engaged are more willing to accept what is required by a service climate. Hence, organizational resources is related to service climate (Schneider, Macey, Barbera, & Martin, 2009).

Furthermore, leadership behaviour can impact the creation of service climate (Bowen & Schneider, 2014; Hong et al., 2013). For example, studies show that organizations can create a service climate if leaders show commitment to improve service quality in terms of setting high standards, recognizing it, removing obstacles to deliver high quality service, show same behaviour, and ensuring the availability of resources (Bowen & Schneider, 2014). However, the type of relationship leaders have with employees can impact the relationship between leadership behaviour and service climate (Lau, Lam, & Wen, 2014). Leader-member exchange (LMX) theory suggests a dyadic relationship between employees and leaders. Some authors differentiate between the social leader-member exchange (SLMX) and economic leader-member exchange (ELMX). However, little attention has been given to illustrate how SLMX and ELMX can impact service climate (Auh et al., 2016).

Employee behaviour can also be affected by collective felt trust (CFT), because employees feel more motivated to cooperate with the organization if they feel trusted by management (Davis, Schoorman, & Donaldson, 1997; Salamon & Robinson, 2008). Therefore, one may assume that employees perceiving that they are trusted by leaders can help the organization to foster a service climate. However, as leaders most likely have different relationships with their subordinates, this variation might hinder service climate to be created (Auh et al., 2016). Therefore, we suggest that the relationship between leadership and service climate is mediated by CFT.

Research Focus

This thesis seeks to investigate whether there is a positive relationship between service climate and organizational performance. Further, the aim is to test the suggested relationship between service climate and two of its antecedents; organizational resources and leadership. Based on research made by Salanova et al. (2005), we want to see if organizational resources (i.e. training, autonomy, and technology) has a positive relationship with service climate. Hence, one contribution is to test whether the relationship between resources and service climate, as well as service climate and performance, is present in a different context than previously examined. Also, we want to build on previous reasoning that LMX theory can be an antecedent for service climate (Auh et al., 2016), and suggests that the effect of SLMX and ELMX on service climate is mediated by CFT. To our best knowledge, research made on these topics has mainly been conducted outside Norway, and therefore we want to see if previous findings can be replicated in Norway

Literature Review and Hypotheses

A major accomplishment in research made on organizational climates, is the development of focused climates. One of the most prevalent example of such climate, is the climate focusing on service (Schneider, Ehrhart, & Macey, 2013). Service climate is strongly linked to customer satisfaction, and subsequently organizational performance (Amin, Yahya, Ismayatim, Nasharuddin, & Kassim, 2013; Sriram, 2016). Previous literature suggest that there are important foundations that must be present for a service climate to be developed (Bowen & Schneider, 2014). These foundations are summarized as a foundation of employee engagement, including resources that support and facilitate employees work, and the fairness and resulting trust they experience from their employer (Bowen & Schneider, 2014). For example, Salanova et al. (2005) found that organizational resources and work engagement impact how the climate is built and shared among employees. Also, Salamon and Robinson (2008) argue that responsibility norms among employees is strengthened when employees feel trusted by supervisors, and consequently, it can positively influence sales and service provided by its employees. In this section, we will present the concept of service climate, its antecedents, and its consequences. The focus will be on research made on the relationship between service climate and two possible antecedents; organizational resources and LMX (social and economic).

Service Climate

Service climate can be explained as a climate where employees have “*a shared perception of the practices, procedures, and behaviours that are rewarded, supported, and expected by the organization with regards to customer service and customer service quality*” (Schneider et al., 2005, p. 151). Service climate is different from other organizational climates, as it strategically targets concern for the customers (Burke, Borucki, & Hurley, 1992). It is considered critical to translate internal management philosophy into organizational performance (Schneider et al., 2005; Schneider et al., 1998) as it guides attitudes and behaviours of employees in the process of providing service (Chuang & Liao, 2010). In previous research, these experiences by employees can be reflected in customer experience of service quality (Bowen & Pugh, 2009) and customer satisfaction (Dean, 2004).

The service climate is said to be strong if there is a low within-group variety, and most employees share the same perception (Schneider, Salvaggio, & Subirats, 2002). In a recent review, Bowen and Schneider (2014) summarize the key antecedents of service climate to be leadership, HR practices, and system support from other divisions within an organization (e.g. Marketing, Information Technology). For example, one can shape employees' shared perception through HR practices, which can impact their collective behaviour, and in turn contribute to organizational performance (Chuang & Liao, 2010). However, there are important foundations that need to exist for a service climate to be developed. These foundations are summarized as employee engagement, including resources and fair treatment, where the latter is linked to trust within an organization (Bowen & Schneider, 2014). Hence, engagement is a necessary, but not a sufficient condition, to create a service climate (Salanova et al., 2005). Further, when employees perceive that the availability of organizational resources (i.e. training, technology and autonomy) can remove obstacles at work, they may feel more engaged in their tasks, which again can improve the climate for service (Salanova et al., 2005). Therefore, the relationship between organizational resources and service climate is fully mediated by employee engagement. Also, employees are more engaged when they are treated fairly, which can yield employees' trust in management. Salamon and Robinson (2008) also suggest that employees' collective perception of being trusted by management can have a favourable effect on employees' behaviour. The authors further suggest that the perception of being trusted can improve organizational performance, because it leads to employees assuming responsibility for organizational outcomes (Salamon & Robinson, 2008).

There are also some factors that can moderate the relationship between service climate and customer satisfaction (Bowen & Schneider, 2014). For example, a study by Dietz, Pugh, and Wiley (2004) shows that a higher frequency of contact between employees and customer, led to a stronger relationship between service climate and customer attitudes. These findings were replicated by D. M. Mayer, Ehrhart, and Schneider (2009), who also found that service intangibility and employee interdependence has a positive influence on the relationship between

service climate and customer satisfaction. The effect of service quality has also been found to be higher for non-routine services compared to routine services (Jong, Ruyter, & Lemmink, 2004). This shows that several boundary conditions can be present, which may influence the benefits of creating a service climate. However, a positive relationship between service climate and customer satisfaction is rather established by previous research (Bowen & Schneider, 2014; Hong et al., 2013), and therefore, it is in our interest to see if the proposed relationship between service climate and organizational performance holds in a different context than previously examined.

H1: There is a positive relationship between service climate and store performance

Organizational Resources

Organizational resources can be explained as “*the organizational aspects of a job that are functional in achieving work goals, could reduce job demands, and their associated physiological and psychological costs, and finally, could stimulate personal growth, learning, and development*” (Salanova et al., 2005, p. 1218). Following the resource management model, effective management of resources is fundamental in creating value, because the way resources are used can lead to different outcomes (Sirmon, Hitt, & Ireland, 2007). Organizational resources can have a motivational function for employees, as it supports and facilitates people’s work (Barrick, Thurgood, Smith, & Courtright, 2015; Schaufeli & Bakker, 2004). Consequently, it can increase the level of confidence employees feel about their ability to perform their tasks (Rich, Lepine, & Crawford, 2010). This shows that organizational resources can lead to a more engaged workforce, meaning that employees are “*as a whole physically, cognitively, and emotionally invested in their work*” (Barrick et al., 2015, p. 111). As engagement is necessary as a foundation for creating a service climate, employee engagement can affect customer experience through service climate (Salanova et al., 2005).

Further, Demerouti, Bakker, Nachreiner, and Schaufeli (2001) found in their study that resources, such as feedback, supervisor support, and job control, can be a predictor for work engagement. Similarly, Salanova et al. (2005) argue that when

employees perceive the availability of organizational resources, including training, autonomy, and technology, it can remove obstacles at work, and in such, resources can be a building block for creating a service climate. Shantz, Alfes, Truss, and Soane (2013) also found that task variety, task significance, and feedback may lead to a more engaged workforce, which may further lead to more organizational citizenship behaviour and less deviant behaviour. Further, an engaged workforce are more willing to accept what a service climate requires, and consequently, service climate is easily built when the employees are engaged (Schneider et al., 2009). These findings show that organizational aspects can support a service climate to be created.

Research suggest that service-oriented HR practices, as part of the organizational aspects (Salanova et al., 2005), can influence the strength of the service climate (Hong et al., 2013). It can be used to communicate the strategic focus to employees, and clearly establish what behaviours are rewarded, supported, and expected by the organization (Bowen & Ostroff, 2004). Further, HR practices may indirectly impact the service quality delivered by employees, through empowerment and trust (Huselid, 1995). The perception of HR practices influences employees' behaviours and attitudes (Chuang & Liao, 2010; Salanova et al., 2005). The employees' response is therefore important in order to understand how the service climate is built and shared among the employees (Salanova et al., 2005). Service-oriented HR practices intend to improve employees' abilities to and effectiveness of delivering service (Combs, Liu, Hall, & Ketchen, 2006). Using these practices, employees may feel more engaged and give an extra effort. Further, it can be designed in a way that increase employee motivation and commitment, improve employees' knowledge and skills, and provide resources such that employees have the opportunity to contribute (Batt, 2002). The way employees feel at work can also produce a corresponding change of the observers (Pugh, 2001). This means that when the employees express motivation and commitment, it can have a contagious effect on other employees as well as customers. For example, Schneider and Bowen (1993) found that employees' perception of the service level influence customers' perception of service received. These findings support the claim that one can change employees' attitudes and behaviours through HR practices, which again can

impact the attitudes and behaviours of other employees. Hence, organizational resources may lead to employee engagement, and therefore we expect that availability for organizational resources is positively related to service climate.

H2: There is a positive relationship between organizational resources and service climate.

Social- and Economic Leadership-Member Exchange (SLMX and ELMX)

Recent reviews highlight that leaders are central in the creation and maintenance of service climate (Bowen & Schneider, 2014; Hong et al., 2013), and leadership behaviour can either enhance or compromise the creation of positive service climate (Auh et al., 2016). Some argue that employees' immediate supervisor can impact employees' interpretation of policies and procedures, and that the nature and quality of social relationships formed by supervisor can impact employees' climate perception (Kozlowski & Doherty, 1989). However, Auh et al. (2016) highlight that there is a lack of research on LMX as an antecedent for service climate, and it is not mentioned in recent reviews. The same authors also highlight that the relationships between one leader and its subordinates can be different. Social exchange theory is used to explain the relationship between LMX and effective work behaviour, stating that employee motivation to exert effort on behalf of the organization can be explained by the felt obligation to reciprocate (Walumbwa, Cropanzano, & Goldman, 2011). In general, LMX theory states that leader and members develop relationships of either lower or higher quality. Traditionally, this relationship has been measured on a continuum, where low quality is contractual of nature, while high quality is relational of nature (Flaherty & Pappas, 2000). However, recent studies argue that one can differentiate between social leader-member exchange (SLMX) and economic leader-member exchange (ELMX), meaning that LMX is divided into categories based on different qualities, instead of measuring it on a continuum (Kuvaas et al., 2012). In both types of exchange relationships, there is an obligation to return a favour. However, in social exchange, the return of the favour is not specified; at what time and in what way this favour is returned, may not be clear. Hence, social exchange relates to trust (Blau, 1964).

One may argue that SLMX is similar to high quality LMX, as it is relational of nature. Compared to ELMX, SLMX is more long-term, the interaction is ongoing, and there is less need to settle any debt immediately (Shore, Tetrick, Lynch, & Barksdale, 2006; Walumbwa et al., 2011). When SLMX is present, relation-based trust occurs. In contrast, ELMX is more a short-term relation, and involves calculus-based trust, meaning that trust occurs only when you know what you will get in return (Lau et al., 2014). Further, research on trust reveals that social relations usually develop over time, and through continuous interaction, and therefore it may lead to relation-based trust found in SLMX (Lau & Cobb, 2010). SLMX and ELMX may occur simultaneously, even though one may dominate the other (Goodwin, Bowler, & Whittington, 2008; Rousseau, Sitkin, Burt, & Camerer, 1998).

It is unrealistic that managers develop equal relationships with all employees. A term used to explain this variation of high and low quality LMX relations, is LMX differentiation (Auh et al., 2016). This means that some relations will be dominated by ELMX, while others will be dominated by SLMX (Kuvaas et al., 2012). However, very little focus has been made on LMX differentiation as an antecedent for service climate (Auh et al., 2016). A recent study by Auh et al. (2016) shows that the relationship between LMX differentiation and service climate is mediated by relationship conflict, where relationship conflict is defined as interpersonal incompatibilities. As the types of relationship leaders have with their employees can vary, one may assume that it influences to which extent employees have shared perceptions about the policies, practices, and procedures. For example, Auh et al (2016) argue that variability of LMX can lead to in-groups and out-groups of employees, and consequently, a disintegration of the team may occur. Also, LMX can enhance subordinates work performance and citizenship behaviour because employees are committed to their work and have a higher level of efficacy (Walumbwa et al., 2011).

When studying LMX, or LMX differentiation, as an antecedent for service climate, a traditional approach of measuring LMX has been used (Auh et al., 2016; Walumbwa et al., 2011). However, one may argue that the variability in relationships can also be applied when LMX is categorized into SLMX and

ELMX. The type of relationships within a store can be dominated by one of the categories, and hence, have different impact on the service climate. Kuvaas et al. (2012) found support for a positive relationship between SLMX relationships and work performance, where work performance is measured through work effort and quality. On the other hand, when ELMX is present, Song, Tsui, and Law (2008, p. 63) argue that “employees worry about the equivalence of returns, calculate and negotiate with their employer for rewards, have no patience for or expectations of future returns, and finally resort to the pursuit of self-interest”. Song et al. (2008) also found a negative relationship between employee perception of economic exchange and employee performance, as well as with organizational citizenship behaviour. The same underlying mechanisms may be present in ELMX (Kuvaas et al., 2012), and therefore, a negative relationship between ELMX and employee performance may occur. This shows that SLMX and ELMX have different outcomes in terms of employee perception of leadership, and consequently, it leads to different behaviour. As service climate is created through shared perception (Salanova et al., 2005), we suggest that positive service climate is more likely to occur if the same work unit is dominated by SLMX. Also, as ELMX is shown to be negatively related to employee performance, we suggest a negative relationship between ELMX and service climate.

H3: There is a positive relationship between SLMX and service climate

H4: There is a negative relationship between ELMX and service climate

Collective Felt Trust: A mediating factor between LMX and Service Climate

Previous research suggest that employee collective perception of trust in management is related to the performance of an organization (Davis, Schoorman, Mayer, & Tan, 2000; Dirks, 2000). However, prior trust models overlook an important factor in the trusting decisions, and highlights the importance of employees felt trust by management. Perception of trust can influence employees' behaviour and has a greater effect on organizational performance than employees' trust in management alone (Salamon & Robinson, 2008). Employees will be more motivated to cooperate with the organization if they feel trusted by management (Davis et al., 1997). CFT occurs when there is an agreement between employees on the extent to which they feel trusted by management. This means that

employees have a shared perception of “how much the organization is willing to be vulnerable to them based on positive evaluations of their trustworthiness” (Salamon & Robinson, 2008, p. 594). Collective perception of felt trust is likely to be affected by management behaviour (Salamon & Robinson, 2008). Examples of behaviour that builds trust between managers and employees are exchange of information and empowerment of employees, because it puts the managers in a vulnerable position (Lau et al., 2014). Salamon and Robinson (2008) argue that the presence of CFT will impact how employees consider how to behave, instead of considering what is optimal for them. This highlights that managers need to consider the effect of employees perception of being trusted (Salamon & Robinson, 2008) in addition to how much managers trust to give their employees in terms of employees trustworthiness (R. C. Mayer, Davis, & Schoorman, 1995). CFT will most likely be affected by the different types of relationships between leaders and members that exist within the same unit. As CFT is a collective phenomenon, it needs to be an agreement between employees that they feel trusted by their leader (Salamon & Robinson, 2008). If the qualities of the relationships vary, it may lead to team disintegration (Auh et al., 2016), and agreement between employees may not be possible. Therefore, we suggest that CFT mediate the relationship between SLMX and ELMX, and service climate.

H5: CFT will mediate the positive relationship between SLMX and service climate.

H6: CFT will mediate the negative relationship between ELMX and service climate

The Proposed Model

Our proposed model is displayed graphically in *Figure 1*. The model includes resources, SLMX, and ELMX as predictors of service climate, which in turn predicts store performance. It also proposes that CFT mediates the relationship between SLMX and ELMX, and service climate.

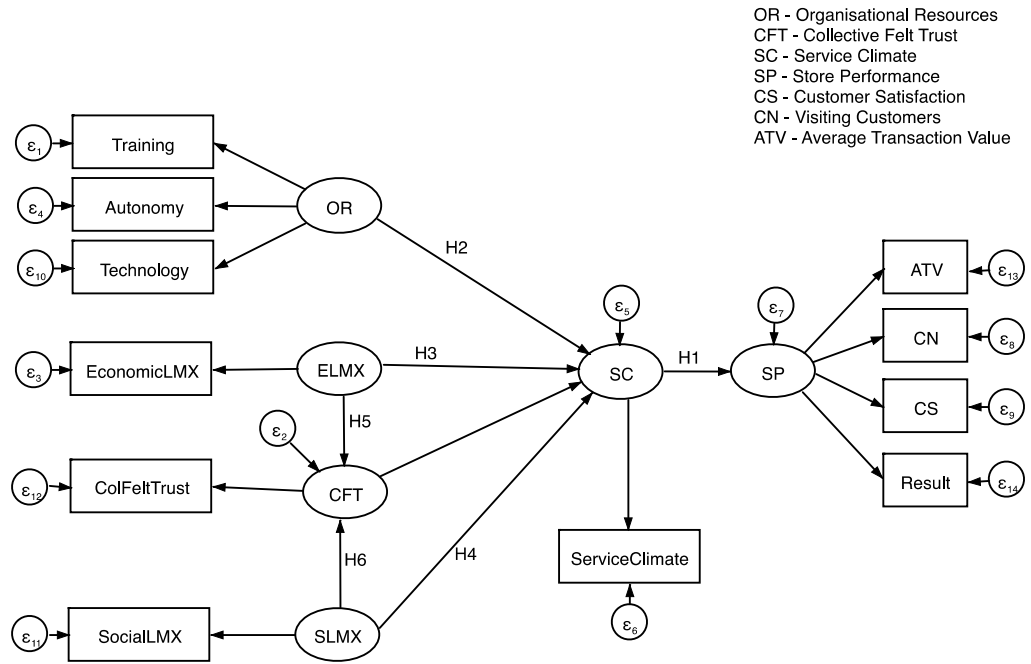


Figure 1. The proposed model. H = Hypothesis

Methodology

In this section, we present the methodology used to carry out the research on the topic presented in this paper. The purpose is to test whether the strong relationship between service climate and organizational performance suggested in previous literature can be found in a different context than investigated. Also, the aim is to see how strongly related training and development, focused on service, is with the service climate within service organization, and whether this relationship is mediated by the quality and quantity of social interaction. To investigate these relationships, a quantitative approach will be used.

Sampling and Procedure

The sample will be drawn from a retail store operating in Norway. A self-completion questionnaire will be distributed to a selection of employees working in stores in different cities in Norway. Together with the questionnaire, the participants will be informed that the information will be treated confidentially, such that it reduces the presence of response distortion (Chan, 2009). The stores are all served by the same headquarter (HQ), and has therefore a heterogeneous HR system, which gives employees the same opportunities for training and development. The benefit of using one organization, is that it minimizes noise (Wright and Gardner, 2003).

Measures

To measure the variables suggested in the proposed model, a 5-point Likert scale will be used, where employees state to which extent they agree on the statement presented (1 = Strongly disagree, 5 = Strongly agree).

Service climate

Service climate will be assessed with a 7-item Global Service Climate Scale (Kopperud, Martinsen, & Humborstad, 2014). These items are presented in the Appendix 1.

Organizational resources

Organizational resources will be assessed with 4-item scale for training (Cronbach's alpha .91), 3-item scale for autonomy (Cronbach's alpha .84), and a 4-item scale for technology (Cronbach's alpha .90), based on Salanova et al.

(2005). These items are presented in the Appendix 2. These items are not yet translated.

SLMX and ELMX

Both SLMX and ELMX will be measures with an 8-item scale based on Dysvik, Buch, and Kuvaas (2015). These items are presented in Appendix 3.

Collective Felt Trust

Collective felt trust will be assessed with a 4-item scale (Cronbach alpha .97). based on Salamon and Robinson (2008). The items will be summed and an average response will be calculated for each store, which is expected to give a Cronbach alpha .88 (Salamon & Robinson, 2008). These items are presented in Appendix 4.

Store Performance

Store performance will be assessed through several variables; Result against budget, average transaction value, number of customers and customer satisfaction. Result against budget, *Result*, is a measure of the stores performance in financial results against budget. *ATV*, Average Transaction Value, is a measure for how much in average customers buy, measured in value. *CN – Visiting Customers* is a measure of how many customers who walk into the store. *CS - Customer Satisfaction* is a measure of customer satisfaction. We have not yet gotten approval for all variables, and we will also investigate whether we can get access to more data and variables to measure Store Performance.

Control variables

Employee's gender will be included as control variables, using a dichotomous variable (1 = Female, 2 = Male). We follow the same approach as Kuvaas et al. (2012), and use tenure as a control variables, divided into four categories ranging from less than one year to more than five years. Also, we control for team size, as number of subordinates per supervisor may impact the frequency of interaction and therefore type of relationship.

Analysis

To analyse the proposed model, a structural equation model will be developed through the statistical program STATA. By doing so, we will be able to determine the effects between variables included in the model, as well as the mediating effect of social interaction on the relationship between T&D and service climate.

We also expect to receive data for each store, such that we can identify differences in terms of the average age of the employees, store size, and sales volume. This may lead to development of control variables.

As we are looking at the collective phenomena, the data will be aggregated and analysed on a store level. The data is collected from different cases within an organization to compare, at a single point of time, hence, a cross-sectional design.

Implementation Plan and Schedule

At this point of time, we have reviewed theory and research relevant to the topic of interest, and found sources that can help us devise the questionnaire. In the end of this section, an overview of the tasks and time schedule is illustrated in *Figure 2*. Throughout the process of writing this thesis, we plan to have three milestones; preparation of data collection and approval, the process of collecting all relevant data, and statistical analysis and final draft.

The first milestone consists of preparation for data gathering and receive approval from the company, which will be done within February 2017. To prepare for data gathering, we need to develop a self-completion questionnaire, select which stores the questionnaire will go to (together with the company), and receive final approval from the company and our supervisor. Also, we need to find a Norwegian version of the questionnaire for Organizational Resources, or translate the English version.

The second milestone consists of data collection for our analysis, which will be done during March 2017. This includes distribution of questionnaire, as well as gathering data from the company. Since the data is gathered from different sources, we expect to receive the data at different points in time. We also expect

that the self-completion questionnaire must be followed up closely to improve the response rate. The questionnaire will be sent out to employees and leaders in the selected stores. The plan is to collect data once, but if we see the need for more data, we will attempt to deploy a new questionnaire before mid/end-March 2017.

The final milestone is to analyse the data and write up our findings and discussion. Throughout this process, we will also look at limitations of our research. The goal is to create a draft within April 31st, which gives us the opportunity to make necessary corrections based on feedback from our supervisor.

A final draft will be sent before May 20th, and we will make necessary adjustments to the final version based on feedback. We aim to submit the thesis June 1st.

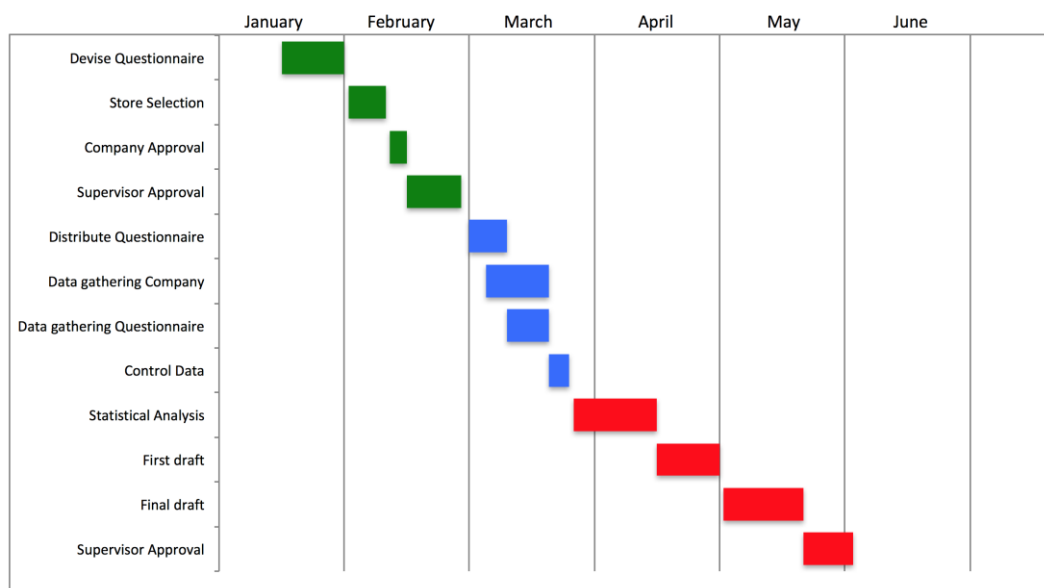


Figure 2. Task and Time Schedule

Appendix 1

Proposed scales and items for Global Service Climate

(Norwegian Version)

1. Ansatte i vår organisasjon har kunnskapen og evnene som kreves for å prestere med høy kvalitet og gi kundene våre best mulig service
2. Vår organisasjon jobber bevisst for å kontinuerlig vurdere kvaliteten på arbeidet vi leverer og den servicen vi yter til våre kunder.
3. I vår organisasjon mottar vi anerkjennelse og belønning når vi yter optimalt og gir kundene våre best mulig service
4. Generelt sett, praktiserer vi utmerket kundeservice i vår organisasjon
5. Ledelsen i vår organisasjon støtter tiltak som øker kvaliteten på kundeservice
6. Vår organisasjon kommuniserer godt med både ansatte og kunder
7. Ansatte i vår organisasjon har verktøy, teknologi og/eller andre relevante ressurser tilgjengelig for å kunne yte optimalt og tilby den beste kundeservicen.

Appendix 2

Proposed scales and items for Organizational Resources

(English version)

Training

1. Managers asked us for our opinion on training activities.
2. Learning helped to overcome work obstacles.
3. Training was practical.
4. Sufficient training was provided.

Autonomy

1. Autonomy to choose what tasks to perform.
2. Autonomy to decide the order I perform tasks.
3. Autonomy to decide when to start and finish tasks.

Technology

1. Technologies are easy-to-use and useful.
2. Technical guidebooks and material resources are available.
3. Technology is available.
4. External technical services are provided.

Appendix 3

Proposed scales and items for SLMX

(Norwegian Version)

1. Dersom jeg står på ekstra i dag er jeg temmelig sikker på at min nærmeste leder vil stille opp for meg hvis jeg har behov for det
2. Jeg er bekymret for at den innsatsen jeg gjør for min nærmeste leder aldri vil bli belønnet
3. Relasjon til min nærmeste leder handler mye om gjensidig imøtekommenhet, noen ganger gir jeg mer enn jeg får og andre ganger får jeg mer enn jeg gir
4. Siden jeg stoler på at min nærmeste leder vil ta godt vare på meg som medarbeider, velger jeg å se stort på det om han eller hun ikke alltid gir meg den anerkjennelsen jeg mener jeg fortjener
5. Relasjonen til min nærmeste leder er basert på gjensidig tillit
6. Jeg opplever at min nærmeste leder har investert mye i meg
7. Jeg forsøker å bidra til å ivareta min nærmeste leders interesser fordi jeg stoler på at han eller hun vil ta godt vare på meg
8. Jeg tror at den innsatsen jeg legger ned i jobben i dag vil være fordelaktig for min relasjon til min nærmeste leder, også på noe lenger sikt

Proposed scales and items for ELMX

(Norwegian version)

1. Skal jeg bidra med noe ekstra for min nærmeste leder skal jeg på forhånd vite hva jeg får tilbake
2. Skal jeg være sikker på å få noe tilbake for en tjeneste jeg har gjort for min nærmeste leder, må vi på forhånd bli enige om hva jeg skal få
3. Jeg er kun villig til å stå på ekstra for min nærmeste leder dersom jeg tror det øker min mulighet for å oppnå personlige fordeler som for eksempel mer attraktive arbeidsoppgaver eller en forfremmelse
4. Jeg er veldig nøye med at det er et samsvar mellom hva jeg gir og hva jeg får tilbake i min relasjon til min nærmeste leder
5. Som regel forhandler jeg med min nærmeste leder om hva det er jeg skal få i gjengjeld for å gjøre en oppgave

6. Jeg gjør sjelden eller aldri en tjeneste for min nærmeste leder uten å ha en klar forventning om at denne tjenesten vil gjengjeldes i løp av kort tid
7. Dersom jeg skal bidra med noe ekstra for min nærmeste leder avveier jeg fordelene og ulempene ved å gjøre det
8. Jeg er nøye med at jeg får noe konkret tilbake når jeg gjør noe ekstra for min nærmeste leder

Appendix 4

Proposed scales and items for Collective Felt Trust

(Norwegian version)

1. Vår butikksjef viser at hun/han stoler på sine medarbeidere
2. Vår butikksjef opptrer på en måte som viser at han/hun stoler på sine medarbeiders kompetanse og motivasjon til å gjøre en god jobb
3. Vår butikksjef viser at han/hun har tillit til at medarbeidere opptrer i tråd med butikkens beste
4. I vår butikk opplever vi at butikksjefen stoler på oss

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