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Appendix

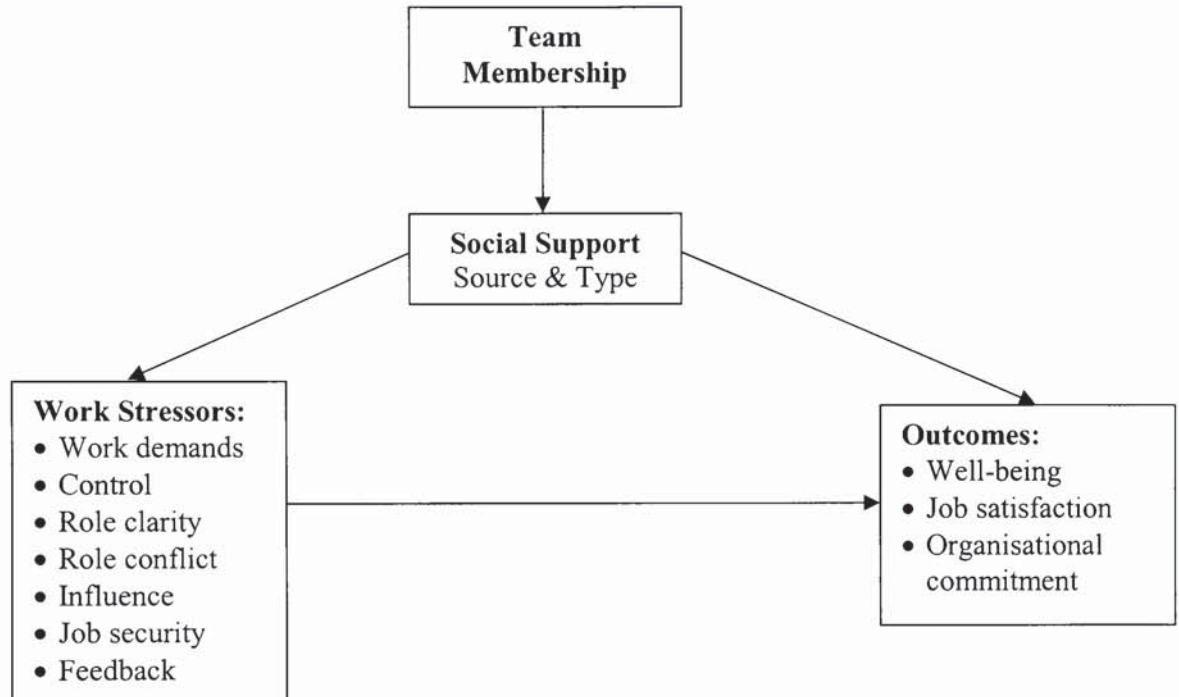
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Hypotheses

Hypotheses were drawn from the research questions, derived from the Michigan Model and gaps identified in the literature review. The general hypotheses were stated in the main thesis, these are presented in bold below, followed by the detailed hypotheses.

Study One

Figure A1.01. The Theoretical Model: Study One



- 1 **People who work in a team will report greater well-being than those who do not work in a team.**
 - i People who work in a team will report greater well-being, job satisfaction and organisational commitment than those who do not work in a team.
- 2 **People who work in a team will report less role conflict and work demands; and greater role clarity, job security, feedback control and influence than those who do not work in a team.**
- 3 **a. People who work in a team will report greater satisfaction with all types of support from managers, and team members than those people who do not work in a team.**
 - b. **There will be no difference in satisfaction with support types from colleagues between people who work in a team and those who do not work in a team.**

- i People who work in a team will report greater satisfaction with task appreciation, task challenge, practical assistance, reality check, emotional support, emotional challenge and listening support from managers and team members than those people who do not work in a team.

- 4 **a. People who work in a team will report greater satisfaction with manager support and team member support than those who do not work in a team.**
b. There will be no difference in satisfaction with support from colleagues between people who work in a team and those who do not work in a team.
c. People who work in a team will report greater satisfaction with all types of support than those people who do not work in a team.

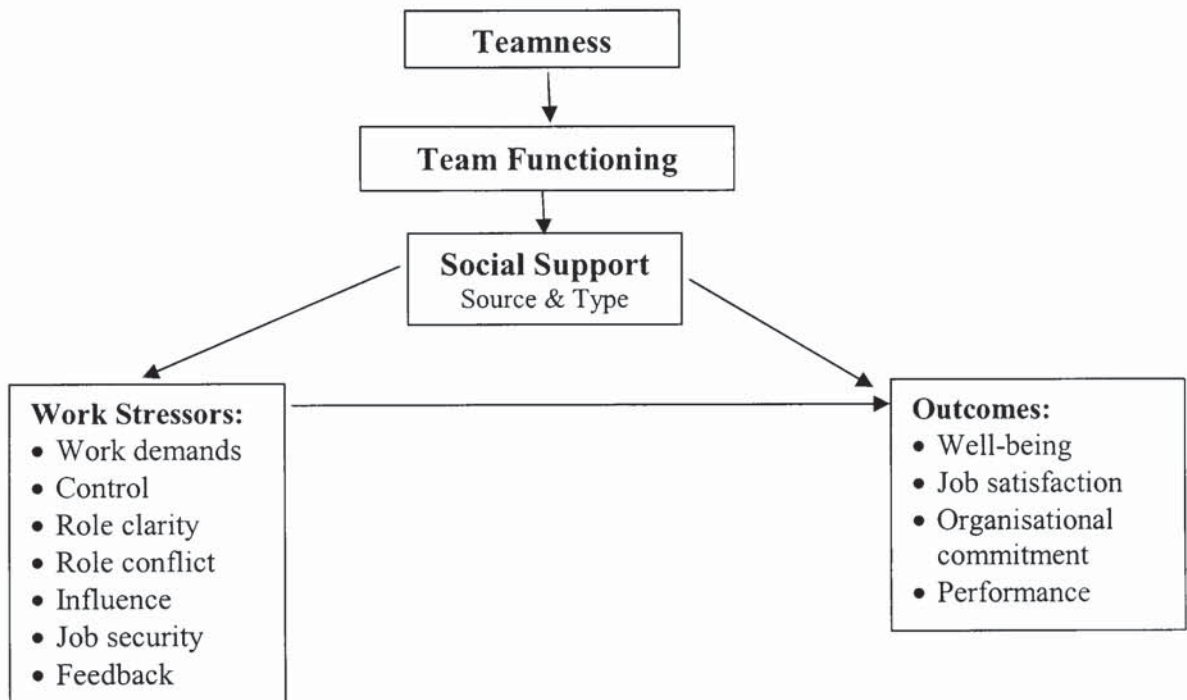
- 5 **The relationship between working in a team and well-being outcomes will be mediated by satisfaction with social support source and satisfaction with social support type.**
 - i The relationship between working in a team and job satisfaction is mediated by satisfaction with manager, team member and colleague support.
 - ii The relationship between working in a team and job satisfaction is mediated by satisfaction with task appreciation, task challenge, practical assistance, reality check, emotional support, emotional challenge and listening support.
 - iii The relationship between working in a team and well-being is mediated by satisfaction with manager, team member and colleague support.
 - iv The relationship between working in a team and well-being is mediated by satisfaction with task appreciation, task challenge, practical assistance, reality check, emotional support, emotional challenge and listening support.
 - v The relationship between working in a team and organisational commitment is mediated by satisfaction with manager, team member and colleague support.
 - vi The relationship between working in a team and organisational commitment is mediated by satisfaction with task appreciation, task challenge, practical assistance, reality check, emotional support, emotional challenge and listening support.

- 6 **The relationship between working in a team and work stressors will be mediated by satisfaction with social support source and satisfaction with social support type.**
 - i The relationship between working in a team and feedback, role clarity, role conflict, control, influence, work demands, and job security, will be mediated by satisfaction with manager, team and colleague support.
 - ii The relationship between working in a team and feedback, role clarity, role conflict, control, influence, work demands, and job security, will be mediated by satisfaction with task appreciation, task challenge, practical assistance, reality check, emotional support, emotional challenge and listening support.

- 7 **The relationship between satisfaction with social support source, and type and well-being outcomes will be mediated by work stressors.**
- i The relationship between satisfaction with social support source will be mediated by influence, role conflict, role clarity, control, feedback, job security, and work demands.
 - ii The relationship between satisfaction with social support type will be mediated by influence, role conflict, role clarity, control, feedback, job security, and work demands.

Study Two

Figure A1.02. The Theoretical Model: Study Two



- 1 **The greater the extent to which the unit are a team, the greater the well-being and performance outcomes in the team.**
 - i The greater the extent to which the unit are a team, the greater the well-being, job satisfaction and organisational commitment in the team
 - ii The greater the extent to which the unit are a team, the shorter the waiting time and the better the knowledge of the counter staff in the team
- 2 **The greater the extent to which the unit are a team, the less role conflict and work demands; and greater role clarity, job security, feedback control and influence experienced.**

- 3
 - a. **The greater the extent to which the unit are a team, the greater the satisfaction with manager and team support and all types of support.**
 - b. **The greater the extent to which the unit are a team will not influence satisfaction with colleague support.**
 - c. **The greater the extent to which the unit are a team, the greater the satisfaction with all types of support.**
 - i The greater the extent to which the unit are a team, the greater the satisfaction with task appreciation, task challenge, practical assistance reality check, emotional support, emotional challenge and listening support.
- 4 **The greater the extent to which the unit are a team, the better the team functioning**
 - i The greater the extent to which the unit are a team, the better the participation, innovation, clarity of objectives and commitment to task excellence.
- 5 **The greater the extent to which the unit are a team, the more positive the rating of manager behaviours within the team.**
 - i The greater the extent to which the unit are a team, the more positive the rating of manager communication, commitment to customer satisfaction, creating a team environment, participation, fairness, integrity and respect, valuing diversity, feedback and coaching within the team.
- 6 **The relationship between the extent to which the unit are a team and social support will be mediated by team functioning.**
 - i The greater the extent to which the unit are a team and satisfaction with manager, team and colleague support will be mediated by objectives, participation, innovation and commitment to task excellence.
 - ii The greater the extent to which the unit are a team and satisfaction with task appreciation, task challenge, practical assistance, reality check, emotional support, emotional challenge, and listening support will be mediated by objectives, participation, innovation and commitment to task excellence.
- 7 **The relationship between team functioning and outcomes will be mediated by social support.**
 - i The relationship between participation, innovation, objectives and commitment to task excellence, and well-being, job satisfaction, and organisational commitment will be mediated by satisfaction with manager support, team support and colleagues support.
 - ii The relationship between participation, innovation, objectives and commitment to task excellence, and well-being, job satisfaction, and organisational commitment will be mediated by satisfaction with task appreciation, task challenge, practical assistance, reality check, emotional support, emotional challenge and listening support.

- 8 The relationship between team functioning and work stressors will be mediated by social support.**
- i The relationship between objectives, participation, innovation and commitment to task excellence and feedback, control, role clarity, role conflict, work demands, influence and job security will be mediated by satisfaction with manager support, team support and colleague support.
 - ii The relationship between objectives, participation, innovation and commitment to task excellence and feedback, control, role clarity, role conflict, work demands, influence and job security will be mediated by satisfaction with task appreciation, task challenge, practical assistance, reality check, emotional support, emotional challenge and listening support.
- 9 The relationship between social support and outcomes will be mediated by work stressors.**
- i The relationship between satisfaction with manager, team and colleague support, and well-being, job satisfaction and organisational commitment will be mediated by work demands, influence, control, feedback, role conflict, role clarity and feedback.
 - ii The relationship between satisfaction with task appreciation, task challenge, practical assistance, reality check, emotional support, emotional challenge and listening support, and well-being, job satisfaction and organisational commitment will be mediated by work demands, influence, control, feedback, role conflict, role clarity and feedback.
- 10 The greater the agreement about the extent to which the unit are a team will predict well-being and performance outcomes.**
- i The greater the agreement about the extent to which the unit are a team will predict well-being, job satisfaction, organisational commitment and performance outcomes.
- 11 The greater the agreement about the extent to which the unit are a team will predict work stressors.**
- i The greater the agreement about the extent to which the unit are a team will predict feedback, control, role clarity, role conflict, influence, work demands, and job security.
- 12 a. The greater the agreement about the extent to which the unit are a team will predict satisfaction with support source.**
- b. The greater the agreement about the extent to which the unit are a team will predict satisfaction with support type.**
- i The greater the agreement about the extent to which the unit are a team will predict satisfaction with manager, team and colleague support.
 - ii The greater the agreement about the extent to which the unit are a team will predict satisfaction with task appreciation, task challenge, practical assistance, reality check, emotional support, emotional challenge and listening support.

- 13 **The greater the agreement about the extent to which the unit are a team will predict team functioning.**
 - i The greater the agreement about the extent to which the unit are a team will predict participation, innovation, objectives and commitment to task excellence.

- 14 **The greater the agreement about the extent to which the unit are a team will moderate the relationship between the extent to which the unit are a team and well-being and performance outcomes.**
 - i The greater the agreement about the extent to which the unit are a team will moderate the relationship between the extent to which the unit are a team and well-being, job satisfaction, organisational commitment.
 - ii The greater the agreement about the extent to which the unit are a team will moderate the relationship between the extent to which the unit are a team and waiting time and counter staff knowledge.

- 15 **The greater the agreement about the extent to which the unit are a team will moderate the relationship between the extent to which the unit are a team and team functioning.**
 - i The greater the agreement about the extent to which the unit are a team will moderate the relationship between the extent to which the unit are a team and participation, innovation, clarity of objectives and commitment to task excellence.

- 16 **The greater the agreement about the extent to which the unit are a team will moderate the relationship between the extent to which the unit are a team and social support source and type.**
 - i The greater the agreement about the extent to which the unit are a team will moderate the relationship between the extent to which the unit are a team and satisfaction with manager, team and colleague support.
 - ii The greater the agreement about the extent to which the unit are a team will moderate the relationship between the extent to which the unit are a team and satisfaction with task appreciation, task challenge, practical assistance, reality check, emotional support, emotional challenge and listening support.

- 17 **The greater the agreement about the extent to which the unit are a team will moderate the relationship between the extent to which the unit are a team and work stressors.**
 - i The greater the agreement about the extent to which the unit are a team will moderate the relationship between the extent to which the unit are a team and control, feedback, influence, role clarity, role conflict, work demands and job security.

Preliminary Research Proposal Document

**Preliminary Research Proposal
The Post Office**

Team Working

**The contribution of positive team processes to team
performance and team member well-being**



Joanna Bell

November 2000

Research Objectives

Work teams make a significant contribution to organisational success. It is therefore crucial to understand how to maximise their effectiveness.

The aim of the research is to explore team process factors that contribute to productive team working, focusing on team processes that promote effective communication, information sharing and the generation of innovative ideas within the team.

Research Process

Data Collection

- Study 1: Distribution of a short survey to a random sample of middle managers working in a range of environments i.e. teams, groups or alone.
- Study 2: Short survey. This will be sent to those individuals from stage 1 who identified that they work in a team, and to their colleagues working in the same team.

Organisation contribution

- Access to employee database for random sampling.
- Individual and team performance data for the teams involved in study 2. For example, the degree to which set targets have been met.
- The researcher will meet all research costs.

Timescale

| Month | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
|------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Data Collection | | | | | | | | | | | | |
| Study 1: Survey | | ■ | ■ | ■ | | | | | | | | |
| Study 2: Survey | | | | ■ | ■ | | | | | | | |
| Organisation Feedback | | | | | | | | | | | | |
| Feedback to study 1 teams | | | | | ■ | | | | | | | |
| Feedback to study 2 teams | | | | | | ■ | ■ | | | | | |
| Report to organisation | | | | | | | | | | ■ | | |

Benefits Post Office Ltd.

Feedback

- **Organisation Feedback**

A report describing the main findings and detailing practical recommendations for developing positive team processes and enhancing team performance.

- **Team Feedback**

Study 1: Participants from study 1 will receive feedback on request.

Study 2: Teams will receive feedback regarding team functioning and performance.

Benefits

- **Team**

The research will develop our understanding of how team functioning impacts on the performance of the team and of the individuals within the team. Intervention strategies will be recommended which promote positive team processes thus improving team performance. While the research process itself will have the effect of team building and result in the teams feeling listened to and valued.

- **Individual**

Positive team processes will impact positively on employee job satisfaction and moderate the individual's reaction to stress thus enhancing the ability to coping at work.

- **Organisational**

An increase in positive team processes will have an impact on job satisfaction and team commitment, which in turn will reduce absenteeism and turnover. These developments thus have the potential to decrease organisational costs and improve team functioning, thereby increasing performance and quality of output.

The Researcher: Joanna Bell

Qualifications:

- Doctoral Student; Organisation Studies, Aston Business School, 1999- Present
- Management & Psychology BSc, Joint Honours, (including 1 year industrial placement), Aston University, 1995-1999

Research Interests:

- Team working
- Social support, stress and well-being
- Virtual teamwork and the effect on employee well-being

Contact Details:

- Telephone: 0121 359 6311 ext 5304
- Mobile: 07989 432005
- E-mail: belljfl@aston.ac.uk

Study One: Covering Letter

<<Date>>

Dear <<Title>> <<Surname>>

RE: Supporting You In Your Work - Post Office Workforce Initiative

This is the first of a large-scale survey being conducted within the Post Office in conjunction with Aston Business School and supported by Peter Turgoose, Personnel Director of Post Office Network.

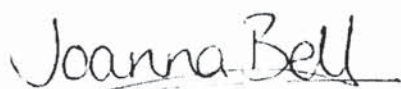
The findings of this study will be a useful input to help Post Office Network plan and manage change more effectively, and help inform how approaches are developed and deployed to support you in your work. As we move towards the challenges ahead such as implementing the Universal Bank and Government GP, these factors will be critical in enabling as smooth a transition as possible.

This is not intended to replace the Employee Opinion Survey but covers some of the same issues in more depth. The survey asks for your views about your work, your relationships at work and your general well-being. This information is needed to gain an overall picture of you and your workplace to identify opportunities for improvement.

The information you provide is totally confidential. All data will be collected, held and analysed at Aston Business School, where I will have sole access to the completed questionnaires. An ID number is used on the surveys, this is necessary as a follow up study will be conducted using a subset of respondents. The Post Office organisation will at no point have access to individual responses or be able to identify individuals. The results from the survey will be communicated to each department. Such reports will not identify individual responses and will simply summarise the data, thus protecting your anonymity and confidentiality. If you have any queries or questions regarding any issues mentioned please do not hesitate to contact me.

Instructions on how to complete the questionnaire are given on the cover page. Please return the completed questionnaire using the pre-paid envelope within 3 weeks. Thank you in advance for completing the survey, it will be a valuable contribution to the research and development of approaches by Post Office Network.

Yours sincerely



Joanna Bell, Project Manager

belljfl@aston.ac.uk / 0121 687 7673

Study One: Questionnaire



Post Office Network Workforce Initiative.

What is this survey?

This survey is being carried out in conjunction with Aston Business School, Birmingham. It is the first stage of a programme of research that aims to identify causes of stress in the work environment and identify supportive relationships at work and their impact, thus building on previous work in this area. This study differs from the employee opinion survey as it focuses on particular aspects of your work in detail. It is intended that the research will lead to interventions that make tangible differences regarding how the organisation looks after and manages you, in the creation of supportive work environments.

The questions are broad and not intended to be relevant only to your business unit. This enables the study to be conducted across the organisation and reliable benchmark measures established.

What is covered in this survey?

The questionnaire is divided into four sections. These sections are designed to capture the range of data required to gain an overall picture of your workplace and identify opportunities for improvement.

Section 1: The first section asks for important details about you and your job.

Section 2: This section is concerned with how you work and your views about your work.

Section 3: The third section includes questions about your relationships at work. It may seem repetitive, but different types of support are being assessed.

Section 4: The final section asks about your feelings towards your job and your well-being.

Who will see my answers?

- *The information you give is totally confidential.*
- *Data will be collected, held and analysed at Aston Business School (ABS).*
- An ID number is used because a follow up study of a sub-set of respondents is planned
- *The organisation will not have access to individual responses*
- No-one other than the researcher at ABS will see your answers.
- A report will be sent to each department describing aggregated questionnaire details. These reports will not identify individual responses and will simply summarise data, thus protecting your anonymity and confidentiality.

How long will it take?

The questionnaire should take 20-30 minutes to complete.

How should I respond?

For the majority of questions you are asked to tick one response which best fits your views. Respond according to your first reaction. Do not spend too long on such questions. The third section requires some thought and may challenge the ways in which you view your work relationships.

**PLEASE READ EVERY QUESTION CAREFULLY BEFORE
RESPONDING AND ANSWER EVERY QUESTION.**

SECTION 1: Background Details

It is important that we know some background details. This will enable us to compare the experiences of different groups of employees.

1. About you (optional)

| | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Are you: (tick) Male <input type="checkbox"/> Female <input type="checkbox"/> | Age: _____ (yrs) | Are you: (tick) Single <input type="checkbox"/> Living with partner/married <input type="checkbox"/> Separated/divorced/widowed <input type="checkbox"/> |
| Nationality: (Country of birth): _____ | | |
| Ethnic Background: (tick) Bangladeshi <input type="checkbox"/> Indian <input type="checkbox"/> Pakistani <input type="checkbox"/> Black-African <input type="checkbox"/> Black-Caribbean <input type="checkbox"/> Black- other <input type="checkbox"/> White <input type="checkbox"/> Chinese <input type="checkbox"/> Other: _____ | | |
| Education: (Please give the highest level of qualification you have achieved, e.g. O' levels, Degree) _____ | | |

2. About your job

| | | | |
|------------------------------------------------------------------------------------------------|----------------------------------------|------------------------------|-----------------------------------------------------------|
| a. Department: _____ | | | |
| b. Where are you located? _____ | | | |
| c. Occupational level: (tick) | | | |
| Senior salaried/ Personal contact <input type="checkbox"/> | CM1 <input type="checkbox"/> | CM2 <input type="checkbox"/> | CM3 <input type="checkbox"/> |
| PO/PO(A)/CSA ZONE 2 <input type="checkbox"/> | PA/CSA ZONE 1 <input type="checkbox"/> | RA <input type="checkbox"/> | Personal secretary <input type="checkbox"/> |
| Other: _____ | | | |
| d. Length of time in your current role: _____ (yrs/months) | | | |
| e. Length of time in the organisation: _____ (yrs/months) | | | |
| f. Type of contract: (tick) | | | |
| Part-time <input type="checkbox"/> | Full-time <input type="checkbox"/> | | |
| g. Contracted hours (per week): _____ | | | |
| h. On average how many hours per week do you regularly work over your contracted hours? | | | |
| None <input type="checkbox"/> | 1-3 <input type="checkbox"/> | 4-6 <input type="checkbox"/> | 7-9 <input type="checkbox"/> 10+ <input type="checkbox"/> |

Please go to Section 2

SECTION 2: Your Job

The following questions ask you about your job. Please answer all the questions, ticking the response which best describes the job you do *most of the time*.

1. The following questions assess team working. "Team" refers to the smallest team unit in which you work.

- a. Do you work as part of a defined work team?
Yes No **If no, please move to question 2**
- b. Does your team have clear team objectives?
Yes No
- c. Do you frequently work with other team members to achieve these team objectives?
Yes No
- d. Are there different roles for team members within this team?
Yes No
- e. Is your team recognised by others in the business unit as a clearly defined team?
Yes No
- f. How long have you worked in your current team?
_____ (yrs/months)
- g. How many people including yourself work in your team?

2. The following questions concern the amount of choice you have in your job.

| To what extent do you: | Not at all | Just a little | Moderate amount | Quite a lot | A great deal |
|---------------------------------------------------------------|------------|---------------|-----------------|-------------|--------------|
| a. Determine the methods and procedures you use in your work? | | | | | |
| b. Choose what work you will carry out? | | | | | |
| c. Decide when to take a break? | | | | | |
| d. Vary how you do your work? | | | | | |
| e. Plan your own work? | | | | | |
| f. Carry out your work in the way you think best? | | | | | |

3. The following statements concern the information you get about your work performance.

| | Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree |
|------------------------------------------------------------------------------------------------|----------------|-------|----------------------------|----------|-------------------|
| a. I usually know whether or not my work is satisfactory for this job. | | | | | |
| b. I often have trouble figuring out whether I'm doing well or poorly on this job. | | | | | |
| c. Most people I work with have a pretty good idea of how well they are performing their work. | | | | | |
| d. Most people I work with have trouble figuring out whether they are doing a good or bad job. | | | | | |

4. Please indicate the extent to which you agree with the following statements about your business unit

| | Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree |
|-----------------------------------------------------------------------------------------------------------------------|----------------|-------|----------------------------|----------|-------------------|
| a. I am quite proud to be able to tell people I work for my business unit. | | | | | |
| b. I sometimes feel like leaving my business unit for good. | | | | | |
| c. I'm not willing to put myself out just to help my business unit. | | | | | |
| d. Even if my business unit were not doing too well financially, I would be reluctant to change to another employer. | | | | | |
| e. I feel myself to be part of my business unit. | | | | | |
| f. The offer of a bit more money with another employer would not make me seriously think of leaving my business unit. | | | | | |

5. How true are the following of your job?

| | Not at all | Just a little | Moderate amount | Quite a lot | A great deal |
|-----------------------------------------------------------|------------|---------------|-----------------|-------------|--------------|
| a. I have clear, planned goals and objectives for my job. | | | | | |
| b. I know that I have divided my time properly. | | | | | |
| c. I know what my responsibilities are. | | | | | |
| d. Explanation is clear of what has to be done. | | | | | |
| e. I know exactly what is expected of me. | | | | | |

6. How often do you find yourself meeting the following problems in carrying out your job?

| | Not at all | Just a little | Moderate amount | Quite a lot | A great deal |
|-------------------------------------------------------------------------------------|------------|---------------|-----------------|-------------|--------------|
| a. I do not have enough time to carry out my work. | | | | | |
| b. I cannot meet all the conflicting demands made on my time at work. | | | | | |
| c. I never finish work feeling that I have completed everything I should. | | | | | |
| d. I am asked to do work without adequate resources to complete it. | | | | | |
| e. I cannot follow best practice in the time available. | | | | | |
| f. I am required to do basic tasks which prevent me completing more important ones. | | | | | |

7. How often do you find these issues arising in carrying out your job?

| | Not at all | Just a little | Moderate amount | Quite a lot | A great deal |
|------------------------------------------------------------------------------|------------|---------------|-----------------|-------------|--------------|
| a. I receive conflicting instructions from 2 or more people. | | | | | |
| b. Colleagues make conflicting demands of me. | | | | | |
| c. Managers make conflicting demands of me. | | | | | |
| d. I do things at work which are accepted by one person, but not by another. | | | | | |

8. The questions below concern the influence you have over decisions at work.

| To what extent: | Not at all | Just a little | Moderate amount | Quite a lot | A great deal |
|--------------------------------------------------------------------------------------------------|------------|---------------|-----------------|-------------|--------------|
| a. Can you influence what goes on in your work area as a whole? | | | | | |
| b. Does your immediate manager ask for your opinion before making decisions affecting your work? | | | | | |
| c. Do you have the opportunity to contribute to meetings on new work developments? | | | | | |
| d. Are you allowed to participate in decisions which affect you? | | | | | |

9. Thinking about your own employment, how far do you agree with the following statements?

| | Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree |
|--------------------------------------------------------------------------|----------------|-------|----------------------------|----------|-------------------|
| a. If redundancies were announced, I think I would be selected to leave. | | | | | |
| b. I have no worries about the future of my job. | | | | | |
| c. When I think about the future of my job, I feel depressed. | | | | | |
| d. I couldn't care less about job security. | | | | | |
| e. I feel sure my job will continue here for a long time. | | | | | |

10. Please indicate the extent to which you agree with the below statements addressing different aspects of your job.

| | Disagree very much | Disagree moderately | Disagree slightly | Agree slightly | Agree moderately | Agree very much |
|---------------------------------------------------------------------------------|--------------------|---------------------|-------------------|----------------|------------------|-----------------|
| a. I feel I am being paid a fair amount for the work I do. | | | | | | |
| b. There is really too little chance of promotion on my job. | | | | | | |
| c. My manager is quite competent at doing his/her job. | | | | | | |
| d. I am not satisfied with the benefits I receive. | | | | | | |
| e. When I do a good job I receive the recognition for it that I should receive. | | | | | | |
| f. Many of our rules and procedures make doing a good job difficult. | | | | | | |
| g. I like the people I work with. | | | | | | |
| h. I sometimes feel my job is meaningless. | | | | | | |
| i. Communication seems good within this organisation. | | | | | | |
| j. Pay rises are too far and few between. | | | | | | |
| k. Those who do well on the job stand a fair chance of being promoted. | | | | | | |
| l. My manager is unfair to me. | | | | | | |
| m. The benefits we receive are as good as other organisations offer. | | | | | | |
| n. I do not feel that the work I do is appreciated. | | | | | | |

Appendix Three

| | Disagree very much | Disagree moderately | Disagree slightly | Agree slightly | Agree moderately | Agree very much |
|----------------------------------------------------------------------------------------------|-----------------------|------------------------|----------------------|-------------------|---------------------|--------------------|
| o. My efforts to do a good job are seldom blocked by red tape. | | | | | | |
| p. I find I have to work harder at my job because of the incompetence of people I work with. | | | | | | |
| q. I like doing the things I do at work. | | | | | | |
| r. The goals of this organisation are not clear to me. | | | | | | |
| s. I feel unappreciated by the organisation when I think about what they pay me. | | | | | | |
| t. People get ahead as fast here as they do in other places. | | | | | | |
| u. My manager shows too little interest in the feelings of subordinates. | | | | | | |
| v. The benefit package we have is equitable. | | | | | | |
| w. There are few rewards for those who work here. | | | | | | |
| x. I have too much to do at work. | | | | | | |
| y. I like my co-workers. | | | | | | |
| z. I often feel that I do not know what is going on with the organisation. | | | | | | |
| aa. I feel a sense of pride in doing my job. | | | | | | |
| bb. I feel satisfied with my chances for salary increases. | | | | | | |
| cc. There are benefits we do not have which we should have. | | | | | | |
| dd. I like my manager. | | | | | | |
| ee. I have too much paperwork. | | | | | | |
| ff. I don't feel my efforts are rewarded the way they should be. | | | | | | |
| gg. I am satisfied with my chances for promotion. | | | | | | |
| hh. There is too much bickering and fighting at work. | | | | | | |
| ii. My job is enjoyable. | | | | | | |
| jj. Work assignments are not fully explained. | | | | | | |

Please go to Section 3

SECTION 3: Interactions at Work

The following section explores different types of support. It is important to distinguish between the different types as each impact on individuals and their work environment in a unique way. Understanding of these differences is needed for implementing changes to improve your work environment.

- Please read each definition of support and respond to the questions that follow.
- The following codes are used to distinguish people in your work environment who may provide you with support.

| | |
|----------------------------|----------------------------------------------------------------|
| Manager (M) | Your line / direct manager |
| Team member (T) | If you indicated that you work in a team: a fellow team member |
| Other Colleague (C) | Any other person at work <i>not</i> covered in the above |

- You need to think about support in global terms not individual, e.g. the support you receive from your team as a whole not individuals within the team.

Support that others provide YOU with *at work*.

A) People who acknowledge your efforts and express appreciation for the work you do.

| | | None | Just a little | Moderate Amount | Quite a lot | A great deal |
|----------------------------------------------------------------------------------|----------|------|---------------|-----------------|-------------|--------------|
| 1.How much of the above support do you receive from each type of person at work? | M | | | | | |
| | T | | | | | |
| | C | | | | | |

Very dissatisfied Dissatisfied Neither satisfied nor dissatisfied Satisfied Very Satisfied

| | | | | | | |
|---------------------------------------------------------------------------------------------------------------------|----------|--|--|--|--|--|
| 2.How satisfied are you with the overall quality of the above support you receive from each type of person at work? | M | | | | | |
| | T | | | | | |
| | C | | | | | |

B) People who challenge your way of thinking about your work in order to stretch you, motivate you, and lead you to greater creativity, enthusiasm and involvement in your work.

| | | None | Just a little | Moderate Amount | Quite a lot | A great deal |
|----------------------------------------------------------------------------------|----------|------|---------------|-----------------|-------------|--------------|
| 1.How much of the above support do you receive from each type of person at work? | M | | | | | |
| | T | | | | | |
| | C | | | | | |

Very dissatisfied Dissatisfied Neither satisfied nor dissatisfied Satisfied Very Satisfied

| | | | | | | |
|---------------------------------------------------------------------------------------------------------------------|----------|--|--|--|--|--|
| 2.How satisfied are you with the overall quality of the above support you receive from each type of person at work? | M | | | | | |
| | T | | | | | |
| | C | | | | | |

C) People who provide you with practical assistance such as pitching in to help you with a task that needed to be done.

| | | None | Just a little | Moderate Amount | Quite a lot | A great deal |
|----------------------------------------------------------------------------------|----------|------|---------------|-----------------|-------------|--------------|
| 1.How much of the above support do you receive from each type of person at work? | M | | | | | |
| | T | | | | | |
| | C | | | | | |

Very dissatisfied Dissatisfied Neither satisfied nor dissatisfied Satisfied Very Satisfied

| | | | | | | |
|---------------------------------------------------------------------------------------------------------------------|----------|--|--|--|--|--|
| 2.How satisfied are you with the overall quality of the above support you receive from each type of person at work? | M | | | | | |
| | T | | | | | |
| | C | | | | | |

Appendix Three

D) People who are similar to you – see things the way you do – who help you confirm your perceptions and perspectives of the world and help you keep things in focus.

| | | None | Just a little | Moderate Amount | Quite a lot | A great deal |
|---------------------------------------------------------------------------------------------------------------------|----------|-------------------|---------------|------------------------------------|-------------|----------------|
| 1.How much of the above support do you receive from each type of person at work? | M | | | | | |
| | T | | | | | |
| | C | | | | | |
| | | Very dissatisfied | Dissatisfied | Neither satisfied nor dissatisfied | Satisfied | Very Satisfied |
| 2.How satisfied are you with the overall quality of the above support you receive from each type of person at work? | M | | | | | |
| | T | | | | | |
| | C | | | | | |

E) People who comfort you and indicate to you that they are on your side and care for you.

| | | None | Just a little | Moderate Amount | Quite a lot | A great deal |
|---------------------------------------------------------------------------------------------------------------------|----------|-------------------|---------------|------------------------------------|-------------|----------------|
| 1.How much of the above support do you receive from each type of person at work? | M | | | | | |
| | T | | | | | |
| | C | | | | | |
| | | Very dissatisfied | Dissatisfied | Neither satisfied nor dissatisfied | Satisfied | Very Satisfied |
| 2.How satisfied are you with the overall quality of the above support you receive from each type of person at work? | M | | | | | |
| | T | | | | | |
| | C | | | | | |

F) People who encourage you to re-evaluate your attitudes, values and feelings.

| | | None | Just a little | Moderate Amount | Quite a lot | A great deal |
|---------------------------------------------------------------------------------------------------------------------|----------|-------------------|---------------|------------------------------------|-------------|----------------|
| 1.How much of the above support do you receive from each type of person at work? | M | | | | | |
| | T | | | | | |
| | C | | | | | |
| | | Very dissatisfied | Dissatisfied | Neither satisfied nor dissatisfied | Satisfied | Very Satisfied |
| 2.How satisfied are you with the overall quality of the above support you receive from each type of person at work? | M | | | | | |
| | T | | | | | |
| | C | | | | | |

G) People who listen to you with interest and understanding: who let you talk/let off steam without giving advice or being judgemental.

| | | None | Just a little | Moderate Amount | Quite a lot | A great deal |
|---------------------------------------------------------------------------------------------------------------------|----------|-------------------|---------------|------------------------------------|-------------|----------------|
| 1.How much of the above support do you receive from each type of person at work? | M | | | | | |
| | T | | | | | |
| | C | | | | | |
| | | Very dissatisfied | Dissatisfied | Neither satisfied nor dissatisfied | Satisfied | Very Satisfied |
| 2.How satisfied are you with the overall quality of the above support you receive from each type of person at work? | M | | | | | |
| | T | | | | | |
| | C | | | | | |

Please go to Section 4 – The Last Section

SECTION 4: Work and Well-Being

Previous sections have asked about your work and relationships at work. In order to understand the impact these have on you, the following questions ask you about your general well-being.

| 1. How have you been feeling recently i.e. over the past 4 weeks? | | | | | |
|--------------------------------------------------------------------------|------------|-------------------|-------------|------------------|------------------------|
| | Not at all | Only occasionally | Quite often | Much of the time | Almost all of the time |
| a. I have felt anxious. | | | | | |
| b. I have felt optimistic. | | | | | |
| c. I have felt depressed. | | | | | |
| d. I have felt positive. | | | | | |
| e. I have felt irritable. | | | | | |
| f. I have felt loving and warm to others. | | | | | |
| g. I have felt energetic. | | | | | |
| h. I have felt tearful. | | | | | |
| i. I have felt calm. | | | | | |
| j. I have felt unwell. | | | | | |
| k. I have felt happy. | | | | | |
| l. I have felt overwhelmed by everything. | | | | | |
| m. I have felt fit and healthy. | | | | | |
| n. I have had difficulty sleeping. | | | | | |
| o. I have felt awake and alert. | | | | | |
| p. I have felt angry with others. | | | | | |
| q. I have felt enthusiastic. | | | | | |
| r. I have felt afraid. | | | | | |
| s. I have felt joyful. | | | | | |
| t. I have had lots of aches and pains. | | | | | |
| u. I have felt peaceful. | | | | | |
| v. I have felt at ease. | | | | | |
| w. I have felt like giving up. | | | | | |
| x. I have felt ill. | | | | | |
| y. I have felt relaxed. | | | | | |

Thank you for completing this questionnaire.

It will be a valuable contribution to our study. Please turn over.

Many thanks for completing this questionnaire.

**Please check that you have answered all the questions and return
in the pre-paid envelope ASAP within the next 3 weeks.**

If you have any comments you would like to make please use this space.

ID

Joanna Bell, Organisation Studies, Aston Business School, Aston Triangle, Birmingham, B4 7ET.

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Study One: Response Prompt Card



Post Office Network Workforce Initiative

I recently contacted you with a survey relating to the above research project being conducted by Aston Business School and supported by Peter Turgoose, Personnel Director of Post Office Network. I would like to thank those of you who have already returned their survey. If you are still in the process of completing it, I do value your contribution and look forward to hearing from you shortly.

However, given the usual problems with distributing large numbers of surveys, it is very possible that you did not receive one to fill out or perhaps you have misplaced your copy. If this is the case, please call **0121 687 7673** to receive a new survey pack.

Thank you for your time. Your input is/will be a valuable contribution to the research.

J. F. L. Bell, Organisation Studies, Aston Business School, Aston Triangle, Birmingham, B4 7ET

Confirmatory Factor Analysis

The fit indices generated from the confirmatory factor analysis for the type of support measure were slightly below the cut off levels for a model with good fit.

Table A4.01. Fit index: Type of support for study 1 and 2

| | Study 2 | Study 1 |
|--------------------|----------------|----------------|
| Chi-squared | 7992.596 | 8880.063 |
| Degrees of freedom | 797 | 797 |
| Probability level | 0.000 | 0.000 |
| CFI | 0.835 | 0.806 |
| RMSEA | 0.162 | 0.184 |
| TLI | 0.813 | 0.780 |

The strength of regression weights suggested that two six factor structures may be more appropriate. The first analysis involved combining task appreciation and task challenge to form one factor. The second analysis involved combining practical assistance and reality check to form one factor. The fit indices are detailed below.

Table A4.02. Fit index: Type of support task appreciation and task challenge combined

| | Type of Support |
|--------------------|------------------------|
| Chi-squared | 9150.346 |
| Degrees of freedom | 797 |
| Probability level | 0.000 |
| CFI | 0.789 |
| RMSEA | 0.176 |
| TLI | 0.780 |

Table A4.03. Fit index: Type of support practical assistance and reality check combined

| | Type of Support |
|--------------------|------------------------|
| Chi-squared | 8530.685 |
| Degrees of freedom | 797 |
| Probability level | 0.000 |
| CFI | 0.802 |
| RMSEA | 0.180 |
| TLI | 0.780 |

These indices are not significantly different from those obtained in the original factor analysis for study one. The measure and therefore the factor structure were constructed based on the empirical work of Pines et al., (1981). The analysis confirms that the original factor structure is the most appropriate. The results support the proposition that the source of support is more readily recognised by respondents than the type of support.

Study One: Results

The relationship between teamwork, job satisfaction, well-being, organisational commitment, social support and work stressors were explored. In chapter 9 summary tables were provided of the stages involved prior to testing for mediation and of regressions testing for mediation in which variables were entered individually in separate regressions. The following tables provide these results in full.

Hypothesis 5

The following tables show the regression results when each variable is entered individually into separate regressions. The tables will be presented grouped by dependent variable, in the following order: job satisfaction, well-being, organisational commitment. In each section source of support is followed by type of support.

The mediation tables contain three columns; the first (labelled DV) provides data relating to the direct relationship between team working and the dependent variable. These tables are presented in full in chapter 9, when presenting hypotheses 1. The second column shows the explanatory variables effect on the mediator, detailed in full in tables presented for hypothesis 4. The final column presents the mediation, specifically: social support mediating the relationship between team working and the dependent variable, job satisfaction or well-being or organisational commitment

Job satisfaction Mediation Tables

Source of support

Table A5.01. Satisfaction with manager support mediating the relationship between team and job satisfaction

| | DV: Job Satisfaction | | | |
|----------|-------------------------------------------------|-------|----------|-------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | area manager | .164 | .133 | .088 |
| | branch manager | .059 | .122 | -.011 |
| | hours over none | .126 | .103 | .067 |
| | hours over 1-3 | .089 | .020 | .077 |
| | hours over 4-6 | .001 | .071 | -.040 |
| | hours over 7-9 | .136 | .067 | .098 |
| | sex | .144 | -.030 | .161 |
| | time in role | -.244 | -.191 | -.135 |
| | type of contract | -.032 | -.121 | .038 |
| | Change in R² | .118 | .058 | .118 |
| 2 | Mediator β: Manager sat | | | .575 |
| | Change in R² | | | .318 |
| 3 | IV β: Team | -.149 | -.211 | -.028 |
| | Change in R² | .021 | .042 | .001 |
| | Total R² | .239 | .100 | .437 |
| | Sig level | .009 | .000 | .556 |

Table A5.02. Satisfaction with colleague support mediating the relationship between team and job satisfaction

| DV: Job Satisfaction | | | | |
|-----------------------------|-----------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | area manager | .164 | .037 | .121 |
| | branch manager | .059 | -.125 | .051 |
| | hours over none | .126 | .104 | .081 |
| | hours over 1-3 | .089 | .068 | .046 |
| | hours over 4-6 | .001 | .068 | -.052 |
| | hours over 7-9 | .136 | .110 | .089 |
| | sex | .144 | .112 | .112 |
| | time in role | -.244 | .041 | -.257 |
| | type of contract | -.032 | -.092 | .037 |
| | Change in R² | .118 | .053 | .119 |
| 2 | Mediator β: Colleague | | | .323 |
| | Change in R² | | | .109 |
| 3 | IV β: Team | -.149 | -.164 | -.101 |
| | Change in R² | .021 | .026 | .009 |
| | Total R² | .239 | .079 | .237 |
| | Sig level | .009 | .007 | .068 |

Type of support

Table A5.03. Satisfaction with task appreciation support mediating the relationship between team and job satisfaction

| DV: Job Satisfaction | | | | |
|-----------------------------|--------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | area manager | .164 | .054 | .135 |
| | branch manager | .059 | -.059 | .091 |
| | hours over none | .126 | .091 | .077 |
| | hours over 1-3 | .089 | .084 | .043 |
| | hours over 4-6 | .001 | .153 | -.081 |
| | hours over 7-9 | .136 | .081 | .093 |
| | sex | .144 | -.033 | .162 |
| | time in role | -.244 | -.100 | -.190 |
| | type of contract | -.032 | -.088 | .015 |
| | Change in R² | .118 | .030 | .118 |
| 2 | Mediator β: TA sat | | | .538 |
| | Change in R² | | | .290 |
| 3 | IV β: Team | -.149 | -.183 | -.050 |
| | Change in R² | .021 | .032 | .002 |
| | Total R² | | .062 | .410 |
| | Sig level | .009 | .002 | .289 |

Table A5.04. Satisfaction with task challenge support mediating the relationship between team and job satisfaction

| | DV: Job Satisfaction | | | |
|----------|--------------------------------------------|-------|----------|-------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | area manager | .164 | .118 | .104 |
| | branch manager | .059 | .035 | .041 |
| | hours over none | .126 | .061 | .094 |
| | hours over 1-3 | .089 | .042 | .067 |
| | hours over 4-6 | .001 | .066 | -.032 |
| | hours over 7-9 | .136 | .024 | .124 |
| | sex | .144 | -.025 | .157 |
| | time in role | -.244 | -.105 | -.191 |
| | type of contract | -.032 | -.165 | .052 |
| | Change in R² | .118 | .034 | .118 |
| 2 | Mediator β: TC sat | | | .510 |
| | Change in R² | | | .262 |
| 3 | IV β: Team | -.149 | -.160 | -.067 |
| | Change in R² | .021 | .024 | .004 |
| | Total R² | | .058 | .384 |
| | Sig level | .009 | .007 | .254 |

Table A5.05. Satisfaction with practical assistance support mediating the relationship between team and job satisfaction

| | DV: Job Satisfaction | | | |
|----------|--------------------------------------------|-------|----------|-------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | area manager | .164 | .220 | .052 |
| | branch manager | .059 | .057 | .030 |
| | hours over none | .126 | .164 | .041 |
| | hours over 1-3 | .089 | .079 | .049 |
| | hours over 4-6 | .001 | .136 | -.068 |
| | hours over 7-9 | .136 | .045 | .114 |
| | sex | .144 | -.015 | .152 |
| | time in role | -.244 | -.117 | -.185 |
| | type of contract | -.032 | -.207 | .073 |
| | Change in R² | .118 | .070 | .118 |
| 2 | Mediator β: PA sat | | | .507 |
| | Change in R² | | | .249 |
| 3 | IV β: Team | -.149 | -.176 | -.060 |
| | Change in R² | .021 | .029 | .003 |
| | Total R² | | .099 | .370 |
| | Sig level | .009 | .003 | .333 |

Table A5.06. Satisfaction with reality check support mediating the relationship between team and job satisfaction

| DV: Job Satisfaction | | | | |
|-----------------------------|--------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | area manager | .164 | .225 | .061 |
| | branch manager | .059 | .024 | .048 |
| | hours over none | .126 | .146 | .059 |
| | hours over 1-3 | .089 | .100 | .043 |
| | hours over 4-6 | .001 | .102 | -.045 |
| | hours over 7-9 | .136 | .081 | .099 |
| | sex | .144 | .053 | .120 |
| | time in role | -.244 | -.050 | -.222 |
| | type of contract | -.032 | -.179 | .049 |
| | Change in R² | .118 | .059 | .118 |
| 2 | Mediator β: RC sat | | | .456 |
| | Change in R² | | | .206 |
| 3 | IV β: Team | -.149 | -.135 | -.087 |
| | Change in R² | .021 | .017 | .007 |
| | Total R² | | .076 | .331 |
| | Sig level | .009 | .021 | .084 |

Table A5.07. Satisfaction with emotional support mediating the relationship between team and job satisfaction

| DV: Job Satisfaction | | | | |
|-----------------------------|--------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | area manager | .164 | .110 | .109 |
| | branch manager | .059 | -.102 | .110 |
| | hours over none | .126 | .135 | .059 |
| | hours over 1-3 | .089 | .025 | .076 |
| | hours over 4-6 | .001 | .079 | -.038 |
| | hours over 7-9 | .136 | .088 | .093 |
| | sex | .144 | .017 | .135 |
| | time in role | -.244 | -.065 | -.212 |
| | type of contract | -.032 | -.076 | .006 |
| | Change in R² | .118 | .053 | .118 |
| 2 | Mediator β: ES sat | | | .497 |
| | Change in R² | | | .243 |
| 3 | IV β: Team | -.149 | -.210 | -.044 |
| | Change in R² | .021 | .041 | .002 |
| | Total R² | | .094 | .363 |
| | Sig level | .009 | .000 | .371 |

Table A5.08 Satisfaction with emotional challenge mediating the relationship between team and job satisfaction

| | DV: Job Satisfaction | | | |
|----------|--------------------------------------------|-------|----------|-------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | area manager | .164 | .222 | .047 |
| | branch manager | .059 | -.005 | .062 |
| | hours over none | .126 | .089 | .079 |
| | hours over 1-3 | .089 | .163 | .003 |
| | hours over 4-6 | .001 | .125 | -.065 |
| | hours over 7-9 | .136 | .126 | .070 |
| | sex | .144 | .033 | .127 |
| | time in role | -.244 | -.053 | -.217 |
| | type of contract | -.032 | -.158 | .051 |
| | Change in R² | .118 | .061 | .118 |
| 2 | Mediator β: EC sat | | | .526 |
| | Change in R² | | | .270 |
| 3 | IV β : Team | -.149 | -.166 | -.062 |
| | Change in R² | .021 | .026 | .003 |
| | Total R² | | .087 | .391 |
| | Sig level | .009 | .005 | .203 |

Table A5.09 Satisfaction with listening support mediating the relationship between team and job satisfaction

| | DV: Job Satisfaction | | | |
|----------|---------------------------------------------|-------|----------|-------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | area manager | .164 | .199 | .074 |
| | branch manager | .059 | -.027 | .071 |
| | hours over none | .126 | .141 | .062 |
| | hours over 1-3 | .089 | .054 | .064 |
| | hours over 4-6 | .001 | .129 | -.057 |
| | hours over 7-9 | .136 | .150 | .069 |
| | sex | .144 | .021 | .134 |
| | time in role | -.244 | -.111 | -.194 |
| | type of contract | -.032 | -.133 | .028 |
| | Change in R² | .118 | .079 | .118 |
| 2 | Mediator β : LS sat | | | .453 |
| | Change in R² | | | .199 |
| 3 | IV β: Team | -.149 | -.144 | -.084 |
| | Change in R² | .021 | .019 | .006 |
| | Total R² | | .098 | .323 |
| | Sig level | .009 | .013 | .099 |

Mediation tables for well-being**Source of Support**

Table A5.10. Satisfaction with manager support mediating the relationship between team and well-being

| | DV: Well-Being | | | |
|----------|---------------------------------------------|-------|----------|-------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | area manager | .002 | .133 | -.043 |
| | branch manager | -.060 | .122 | -.101 |
| | hours over none | .156 | .103 | .122 |
| | hours over 1-3 | .058 | .020 | .051 |
| | hours over 4-6 | .053 | .071 | .030 |
| | hours over 7-9 | .104 | .067 | .081 |
| | sex | -.050 | -.030 | -.040 |
| | time in role | -.269 | -.191 | -.205 |
| | type of contract | -.065 | -.121 | -.025 |
| | Change in R² | .079 | .058 | .079 |
| 2 | Mediator β: Manager | | | .332 |
| | Change in R² | | | .112 |
| 3 | IV β: Team | -.130 | -.211 | -.060 |
| | Change in R² | .016 | .042 | .003 |
| | Total R² | | .100 | .194 |
| | Sig level | .025 | .000 | .281 |

Table A5.11. Satisfaction with colleague support mediating the relationship between team and well-being

| | DV: Well-Being | | | |
|----------|-----------------------------------------------|-------|----------|-------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | area manager | .002 | .037 | -.092 |
| | branch manager | -.060 | -.125 | -.148 |
| | hours over none | .156 | .104 | .112 |
| | hours over 1-3 | .058 | .068 | .069 |
| | hours over 4-6 | .053 | .068 | .054 |
| | hours over 7-9 | .104 | .110 | .085 |
| | sex | -.050 | .112 | -.064 |
| | time in role | -.269 | .041 | -.236 |
| | type of contract | -.065 | -.092 | .022 |
| | Change in R² | .079 | .053 | .070 |
| 2 | Mediator β: Colleague | | | .181 |
| | Change in R² | | | .037 |
| 3 | IV β: Team | -.130 | -.164 | -.105 |
| | Change in R² | .016 | .026 | .010 |
| | Total R² | | .079 | .117 |
| | Sig level | .025 | .007 | .080 |

Type of Support

Table A5.12. Satisfaction with task appreciation support mediating the relationship between team and well-being

| | DV: Well-Being | | | |
|----------|--------------------------------------------|-------|----------|-------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | area manager | .002 | .054 | -.016 |
| | branch manager | -.060 | -.059 | -.041 |
| | hours over none | .156 | .091 | .126 |
| | hours over 1-3 | .058 | .084 | .030 |
| | hours over 4-6 | .053 | .153 | .004 |
| | hours over 7-9 | .104 | .081 | .077 |
| | sex | -.050 | -.033 | -.039 |
| | time in role | -.269 | -.100 | -.236 |
| | type of contract | -.065 | -.088 | -.037 |
| | Change in R² | .079 | .030 | .079 |
| 2 | Mediator β: TA sat | | | .326 |
| | Change in R² | | | .111 |
| 3 | IVs β: Team | -.130 | -.183 | -.071 |
| | Change in R² | .016 | .032 | .005 |
| | Total R² | | .062 | .195 |
| | Sig level | .025 | .002 | .203 |

Table A5.13 Satisfaction with task challenge support mediating the relationship between team and well-being

| | DV: Well-Being | | | |
|----------|--------------------------------------------|-------|----------|-------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | area manager | .002 | .118 | -.038 |
| | branch manager | -.060 | .035 | -.072 |
| | hours over none | .156 | .061 | .135 |
| | hours over 1-3 | .058 | .042 | .044 |
| | hours over 4-6 | .053 | .066 | .031 |
| | hours over 7-9 | .104 | .024 | .095 |
| | sex | -.050 | -.025 | -.041 |
| | time in role | -.269 | -.105 | -.234 |
| | type of contract | -.065 | -.165 | -.010 |
| | Change in R² | .079 | .034 | .079 |
| 2 | Mediator β: TC sat | | | .334 |
| | Change in R² | | | .116 |
| 3 | IVs β: Team | -.130 | -.160 | -.077 |
| | Change in R² | .016 | .024 | .005 |
| | Total R² | | .058 | .200 |
| | Sig level | .025 | .007 | .163 |

Table A5.14. Satisfaction with practical assistance support mediating the relationship between team and well-being

| | DV: Well-Being | | | |
|----------|--------------------------------------------|-------|----------|-------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | area manager | .002 | .220 | -.069 |
| | branch manager | -.060 | .057 | -.079 |
| | hours over none | .156 | .164 | .103 |
| | hours over 1-3 | .058 | .079 | .033 |
| | hours over 4-6 | .053 | .136 | .010 |
| | hours over 7-9 | .104 | .045 | .089 |
| | sex | -.050 | -.015 | -.045 |
| | time in role | -.269 | -.117 | -.232 |
| | type of contract | -.065 | -.207 | .001 |
| | Change in R² | .079 | .070 | .079 |
| 2 | Mediator β: PA sat | | | .319 |
| | Change in R² | | | .103 |
| 3 | IVs β: Team | -.130 | -.176 | -.074 |
| | Change in R² | .016 | .029 | .005 |
| | Total R² | | .099 | .187 |
| | Sig level | .025 | .003 | .183 |

Table A5.15. Satisfaction with reality check support mediating the relationship between team and well-being

| | DV: Well-Being | | | |
|----------|--------------------------------------------|-------|----------|-------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | area manager | .002 | .225 | -.059 |
| | branch manager | -.060 | .024 | -.067 |
| | hours over none | .156 | .146 | .117 |
| | hours over 1-3 | .058 | .100 | .031 |
| | hours over 4-6 | .053 | .102 | .026 |
| | hours over 7-9 | .104 | .081 | .082 |
| | sex | -.050 | .053 | -.064 |
| | time in role | -.269 | -.050 | -.255 |
| | type of contract | -.065 | -.179 | -.018 |
| | Change in R² | .079 | .059 | .079 |
| 2 | Mediator β: RC sat | | | .268 |
| | Change in R² | | | .074 |
| 3 | IVs β: Team | -.130 | -.135 | -.094 |
| | Change in R² | .016 | .017 | .008 |
| | Total R² | | .076 | .161 |
| | Sig level | .025 | .021 | .095 |

Table A5.16 Satisfaction with emotional support mediating the relationship between team and well-being

| | DV: Well-Being | | | |
|----------|--------------------------------------------|-------|----------|-------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | area manager | .002 | .110 | -.031 |
| | branch manager | -.060 | -.102 | -.030 |
| | hours over none | .156 | .135 | .116 |
| | hours over 1-3 | .058 | .025 | .050 |
| | hours over 4-6 | .053 | .079 | .030 |
| | hours over 7-9 | .104 | .088 | .078 |
| | sex | -.050 | .017 | -.055 |
| | time in role | -.269 | -.065 | -.250 |
| | type of contract | -.065 | -.076 | -.043 |
| | Change in R² | .079 | .053 | .079 |
| 2 | Mediator β: ES sat | | | .293 |
| | Change in R² | | | .090 |
| 3 | IV β : Team | -.130 | -.210 | -.069 |
| | Change in R² | .016 | .041 | .004 |
| | Total R² | | .094 | .173 |
| | Sig level | .025 | .000 | .225 |

Table A5.17. Satisfaction with emotional challenge support mediating the relationship between team and well-being

| | DV: Well-Being | | | |
|----------|--------------------------------------------|-------|----------|-------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | area manager | .002 | .222 | -.069 |
| | branch manager | -.060 | -.005 | -.059 |
| | hours over none | .156 | .089 | .128 |
| | hours over 1-3 | .058 | .163 | .006 |
| | hours over 4-6 | .053 | .125 | .014 |
| | hours over 7-9 | .104 | .126 | .064 |
| | sex | -.050 | .033 | -.060 |
| | time in role | -.269 | -.053 | -.252 |
| | type of contract | -.065 | -.158 | -.015 |
| | Change in R² | .079 | .061 | .079 |
| 2 | Mediator β: EC sat | | | .317 |
| | Change in R² | | | .102 |
| 3 | IV β : Team | -.130 | -.166 | -.078 |
| | Change in R² | .016 | .026 | .006 |
| | Total R² | | .087 | .187 |
| | Sig level | .025 | .005 | .164 |

Table A5.18 Satisfaction with listening support mediating the relationship between team and well-being

| | DV: Well-Being | | | |
|----------|--------------------------------------------|-------|----------|-------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | area manager | .002 | .199 | -.048 |
| | branch manager | -.060 | -.027 | -.054 |
| | hours over none | .156 | .141 | .121 |
| | hours over 1-3 | .058 | .054 | .044 |
| | hours over 4-6 | .053 | .129 | .022 |
| | hours over 7-9 | .104 | .150 | .067 |
| | sex | -.050 | .021 | -.055 |
| | time in role | -.269 | -.111 | -.241 |
| | type of contract | -.065 | -.133 | -.032 |
| | Change in R² | .079 | .079 | .079 |
| 2 | Mediator β: LS sat | | | .247 |
| | Change in R² | | | .063 |
| 3 | IV β : Team | -.130 | -.144 | -.095 |
| | Change in R² | .016 | .019 | .008 |
| | Total R² | | .098 | .150 |
| | Sig level | .025 | .013 | .095 |

Mediation in Organisational commitment

Source of support

Table A5.19. Satisfaction with manager support mediating the relationship between team and organisational commitment

| DV: Organisational commitment | | | | |
|--------------------------------------|-------------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | area manager | .102 | .133 | .049 |
| | branch manager | .091 | .122 | .043 |
| | hours over none | -.068 | .103 | -.109 |
| | hours over 1-3 | -.056 | .020 | -.063 |
| | hours over 4-6 | -.008 | .071 | -.037 |
| | hours over 7-9 | .041 | .067 | .014 |
| | sex | .057 | -.030 | .069 |
| | time in role | -.211 | -.191 | -.135 |
| | type of contract | .053 | -.121 | .102 |
| | Change in R² | .105 | .058 | .105 |
| 2 | Mediator β :Manager sat | | | .398 |
| | Change in R² | | | .160 |
| 3 | IV β: Team | -.153 | -.211 | -.069 |
| | Change in R² | .022 | .042 | .004 |
| | Total R² | | .100 | .269 |
| | Sig level | .007 | .000 | .194 |

Type of support

Table A5.20. Satisfaction with task appreciation support mediating the relationship between team and organisational commitment

| DV: Organisational commitment | | | | |
|--------------------------------------|--------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | area manager | .102 | .054 | .080 |
| | branch manager | .091 | -.059 | .115 |
| | hours over none | -.068 | .091 | -.105 |
| | hours over 1-3 | -.056 | .084 | -.090 |
| | hours over 4-6 | -.008 | .153 | -.070 |
| | hours over 7-9 | .041 | .081 | .008 |
| | sex | .057 | -.033 | .071 |
| | time in role | -.211 | -.100 | -.170 |
| | type of contract | .053 | -.088 | .089 |
| | Change in R² | .105 | .030 | .105 |
| 2 | Mediator β: TA Sat | | | .405 |
| | Change in R² | | | .170 |
| 3 | IV β: Team | -.153 | -.183 | -.079 |
| | Change in R² | .022 | .032 | .006 |
| | Total R² | | .062 | .281 |
| | Sig level | .007 | .002 | .132 |

Table A5.21. Satisfaction with task challenge support mediating the relationship between team and organisational commitment

| DV: Organisational commitment | | | | |
|--------------------------------------|--------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | area manager | .102 | .118 | .056 |
| | branch manager | .091 | .035 | .078 |
| | hours over none | -.068 | .061 | -.092 |
| | hours over 1-3 | -.056 | .042 | -.072 |
| | hours over 4-6 | -.008 | .066 | -.034 |
| | hours over 7-9 | .041 | .024 | .031 |
| | sex | .057 | -.025 | .067 |
| | time in role | -.211 | -.105 | -.170 |
| | type of contract | .053 | -.165 | .117 |
| | Change in R² | .105 | .034 | .105 |
| 2 | Mediator β: TC Sat | | | .386 |
| | Change in R² | | | .155 |
| 3 | IV β: Team | -.153 | -.160 | -.092 |
| | Change in R² | .022 | .024 | .008 |
| | Total R² | | .058 | .268 |
| | Sig level | .007 | .007 | .084 |

Table A5.22. Satisfaction with practical assistance mediating the relationship between team and organisational commitment

| DV: Organisational commitment | | | | |
|--------------------------------------|--------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | area manager | .102 | .220 | .035 |
| | branch manager | .091 | .057 | .074 |
| | hours over none | -.068 | .164 | -.119 |
| | hours over 1-3 | -.056 | .079 | -.080 |
| | hours over 4-6 | -.008 | .136 | -.050 |
| | hours over 7-9 | .041 | .045 | .027 |
| | sex | .057 | -.015 | .062 |
| | time in role | -.211 | -.117 | -.179 |
| | type of contract | .053 | -.207 | .116 |
| | Change in R² | .105 | .070 | .105 |
| 2 | Mediator β: PA Sat | | | .303 |
| | Change in R² | | | .096 |
| 3 | IVs : Team | -.153 | -.176 | -.100 |
| | Change in R² | .022 | .029 | .009 |
| | Total R² | | .099 | .210 |
| | Sig level | .007 | .003 | .070 |

Table A5.23. Satisfaction with emotional support mediating the relationship between team and organisational commitment

| DV: Organisational commitment | | | | |
|--------------------------------------|--------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | area manager | .102 | .110 | .065 |
| | branch manager | .091 | -.102 | .125 |
| | hours over none | -.068 | .135 | -.113 |
| | hours over 1-3 | -.056 | .025 | -.064 |
| | hours over 4-6 | -.008 | .079 | -.035 |
| | hours over 7-9 | .041 | .088 | .011 |
| | sex | .057 | .017 | .051 |
| | time in role | -.211 | -.065 | -.190 |
| | type of contract | .053 | -.076 | .079 |
| | Change in R² | .105 | .053 | .105 |
| 2 | Mediator β: ES Sat | | | .332 |
| | Change in R² | | | .116 |
| 3 | IV β: Team | -.153 | -.210 | -.084 |
| | Change in R² | .022 | .041 | .006 |
| | Total R² | | .094 | .227 |
| | Sig level | .007 | .000 | .128 |

Table A5.24 Satisfaction with emotional challenge mediating the relationship between team and organisational commitment

| DV: Organisational commitment | | | | |
|--------------------------------------|--------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | area manager | .102 | .222 | .029 |
| | branch manager | .091 | -.005 | .093 |
| | hours over none | -.068 | .089 | -.097 |
| | hours over 1-3 | -.056 | .163 | -.109 |
| | hours over 4-6 | -.008 | .125 | -.050 |
| | hours over 7-9 | .041 | .126 | -.001 |
| | sex | .057 | .033 | .046 |
| | time in role | -.211 | -.053 | -.194 |
| | type of contract | .053 | -.158 | .105 |
| | Change in R² | .105 | .061 | .105 |
| 2 | Mediator β: EC Sat | | | .328 |
| | Change in R² | | | .111 |
| 3 | IV β: Team | -.153 | -.166 | -.099 |
| | Change in R² | .022 | .026 | .009 |
| | Total R² | | .087 | .225 |
| | Sig level | .007 | .005 | .070 |

Hypothesis 7

As in the previous section, these tables show the mediation regression results when each variable is entered individually into separate regressions. The dependent variable in this section is influence. Source of support is followed by type of support.

Source of support

Table A5.25. Satisfaction with manager support mediating the relationship between team working and influence

| | DV: Influence | | | |
|----------|-------------------------------------------------|-------|----------|-------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | area manager | .143 | .133 | .085 |
| | branch manager | .216 | .122 | .163 |
| | hours over none | .064 | .103 | .019 |
| | hours over 1-3 | -.083 | .020 | -.091 |
| | hours over 4-6 | -.069 | .071 | -.100 |
| | hours over 7-9 | .031 | .067 | .002 |
| | sex | -.088 | -.030 | -.075 |
| | time in role | -.227 | -.191 | -.144 |
| | type of contract | .064 | -.121 | .117 |
| | Change in R² | .127 | .058 | .127 |
| 2 | Mediator β: Manager sat | | | .438 |
| | Change in R² | | | .195 |
| 3 | IVs β: Team | -.174 | -.211 | .082 |
| | Change in R² | .029 | .042 | .006 |
| | Total R² | .156 | .100 | .328 |
| | Sig level | .002 | .000 | .110 |

Table A5.26. Satisfaction with colleague support mediating the relationship between team working and influence

| | DV: Influence | | | |
|----------|-----------------------------------------------|-------|----------|-------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | area manager | .143 | .037 | .055 |
| | branch manager | .216 | -.125 | .164 |
| | hours over none | .064 | .104 | -.015 |
| | hours over 1-3 | -.083 | .068 | -.081 |
| | hours over 4-6 | -.069 | .068 | -.082 |
| | hours over 7-9 | .031 | .110 | .004 |
| | sex | -.088 | .112 | -.121 |
| | time in role | -.227 | .041 | -.249 |
| | type of contract | .064 | -.092 | .137 |
| | Change in R² | .127 | .053 | .127 |
| 2 | Mediator β: Colleague | | -.164 | .233 |
| | Change in R² | | | .061 |
| 3 | IVs β: Team | -.174 | | .123 |
| | Change in R² | .029 | .026 | .014 |
| | Total R² | .156 | .079 | .203 |
| | Sig level | .002 | .007 | .031 |

Type of support

Table A5.27. Satisfaction with task appreciation mediating the relationship between team working and influence

| | DV: Influence | | | |
|----------|--------------------------------------------|-------|----------|-------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | area manager | .143 | .054 | .123 |
| | branch manager | .216 | -.059 | .238 |
| | hours over none | .064 | .091 | .031 |
| | hours over 1-3 | -.083 | .084 | -.144 |
| | hours over 4-6 | -.069 | .153 | -.126 |
| | hours over 7-9 | .031 | .081 | .001 |
| | sex | -.088 | -.033 | -.076 |
| | time in role | -.227 | -.100 | -.190 |
| | type of contract | .064 | -.088 | .096 |
| | Change in R² | .127 | .030 | .127 |
| 2 | Mediator β: TA Sat | | -.183 | .369 |
| | Change in R² | | | .273 |
| 3 | IVs β: Team | -.174 | | .107 |
| | Change in R² | .029 | .032 | .000 |
| | Total R² | .156 | .062 | .283 |
| | Sig level | .002 | .002 | .043 |

Table A5.28. Satisfaction with task challenge mediating the relationship between team working and influence

| | DV: Influence | | | |
|----------|--------------------------------------------|-------|----------|-------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | area manager | .143 | .118 | .100 |
| | branch manager | .216 | .035 | .203 |
| | hours over none | .064 | .061 | .042 |
| | hours over 1-3 | -.083 | .042 | -.098 |
| | hours over 4-6 | -.069 | .066 | -.093 |
| | hours over 7-9 | .031 | .024 | .022 |
| | sex | -.088 | -.025 | -.079 |
| | time in role | -.227 | -.105 | -.189 |
| | type of contract | .064 | -.165 | .124 |
| | Change in R² | .127 | .034 | .127 |
| 2 | Mediator β: TC Sat | | -.160 | .366 |
| | Change in R² | | | .142 |
| 3 | IVs β: Team | -.174 | | .116 |
| | Change in R² | .029 | .024 | .012 |
| | Total R² | .156 | .058 | .281 |
| | Sig level | .002 | .007 | .027 |

Table A5.29. Satisfaction with practical assistance mediating the relationship between team working and influence

| | DV: Influence | | | |
|----------|--------------------------------------------|-------|----------|-------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | area manager | .143 | .220 | .060 |
| | branch manager | .216 | .057 | .195 |
| | hours over none | .064 | .167 | .002 |
| | hours over 1-3 | -.083 | .079 | -.112 |
| | hours over 4-6 | -.069 | .136 | -.120 |
| | hours over 7-9 | .031 | .045 | .015 |
| | sex | -.088 | -.015 | -.083 |
| | time in role | -.227 | -.117 | -.184 |
| | type of contract | .064 | -.207 | .141 |
| | Change in R² | .127 | .070 | .127 |
| 2 | Mediator β: PA Sat | | -.176 | .375 |
| | Change in R² | | | .144 |
| 3 | IVs β: Team | -.174 | | .108 |
| | Change in R² | .029 | .029 | .011 |
| | Total R² | .156 | .099 | .282 |
| | Sig level | .002 | .003 | .040 |

Table A5.30 Satisfaction with reality check mediating the relationship between team working and influence

| | DV: Influence | | | |
|----------|--------------------------------------------|-------|----------|-------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | area manager | .143 | .225 | .066 |
| | branch manager | .216 | .024 | .208 |
| | hours over none | .064 | .146 | .014 |
| | hours over 1-3 | -.083 | .100 | -.177 |
| | hours over 4-6 | -.069 | .102 | -.104 |
| | hours over 7-9 | .031 | .081 | .004 |
| | sex | -.088 | .053 | -.107 |
| | time in role | -.227 | -.050 | -.210 |
| | type of contract | .064 | -.179 | .125 |
| | Change in R² | .127 | .059 | .127 |
| 2 | Mediator β: RC Sat | | -.135 | .343 |
| | Change in R² | | | .122 |
| 3 | IVs β: Team | -.174 | | .128 |
| | Change in R² | .029 | .017 | .015 |
| | Total R² | .156 | .076 | .264 |
| | Sig level | .002 | .021 | .016 |

Table A5.31. Satisfaction with emotional support mediating the relationship between team working and influence

| | DV: Influence | | | |
|----------|--------------------------------------------|-------|----------|-------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | area manager | .143 | .110 | .104 |
| | branch manager | .216 | -.102 | .252 |
| | hours over none | .064 | .135 | .017 |
| | hours over 1-3 | -.083 | .025 | -.091 |
| | hours over 4-6 | -.069 | .079 | -.097 |
| | hours over 7-9 | .031 | .088 | .000 |
| | sex | -.088 | .017 | -.094 |
| | time in role | -.227 | -.065 | -.205 |
| | type of contract | .064 | -.076 | .090 |
| | Change in R² | .127 | .053 | .127 |
| 2 | Mediator β: ES Sat | | | .352 |
| | Change in R² | | | .132 |
| 3 | IVs β: Team | -.174 | -.210 | .101 |
| | Change in R² | .029 | .041 | .009 |
| | Total R² | .156 | .094 | .268 |
| | Sig level | .002 | .000 | .060 |

Table A5.32. Satisfaction with emotional challenge mediating the relationship between team working and influence

| | DV: Influence | | | |
|----------|--------------------------------------------|-------|----------|-------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | area manager | .143 | .222 | .063 |
| | branch manager | .216 | -.005 | .218 |
| | hours over none | .064 | .089 | .032 |
| | hours over 1-3 | -.083 | .163 | -.141 |
| | hours over 4-6 | -.069 | .125 | -.114 |
| | hours over 7-9 | .031 | .126 | -.014 |
| | sex | -.088 | .033 | -.100 |
| | time in role | -.227 | -.053 | -.209 |
| | type of contract | .064 | -.158 | .120 |
| | Change in R² | .127 | .061 | .127 |
| 2 | Mediator β: EC Sat | | -.166 | .358 |
| | Change in R² | | | .134 |
| 3 | IVs β: Team | -.174 | | .115 |
| | Change in R² | .029 | .026 | .012 |
| | Total R² | .156 | .087 | .272 |
| | Sig level | .002 | .005 | .030 |

Table A5.33. Satisfaction with listening support mediating the relationship between team working and influence

| | DV: Influence | | | |
|----------|--------------------------------------------|-------|----------|-------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | area manager | .143 | .199 | .081 |
| | branch manager | .216 | -.027 | .225 |
| | hours over none | .064 | .141 | .021 |
| | hours over 1-3 | -.083 | .054 | -.099 |
| | hours over 4-6 | -.069 | .129 | -.109 |
| | hours over 7-9 | .031 | .150 | -.015 |
| | sex | -.088 | .021 | -.095 |
| | time in role | -.227 | -.111 | -.193 |
| | type of contract | .064 | -.133 | .105 |
| | Change in R² | .127 | .079 | .127 |
| 2 | Mediator β: LS Sat | | -.144 | .308 |
| | Change in R² | | | .099 |
| 3 | IVs β: Team | -.174 | | .130 |
| | Change in R² | .029 | .019 | .016 |
| | Total R² | .156 | .098 | .241 |
| | Sig level | .002 | .013 | .016 |

Hypothesis 8

The regression tables shown in this section reflect stages one and two of the mediation process suggested by Baron and Kenny (1986). Stage one establishes whether there is a direct relationship between the explanatory variables and the dependent variable, in this case a direct effect of social support on the well-being outcomes. Stage two establishes whether there is a direct relationship between the explanatory variables and the mediator variables, in this case a direct relationship between social support variables and influence. Finally the mediation regression are presented with one variable in entered individually into separate regression analyses.

Stage 1

Direct effect of social support on well-being, job satisfaction and organisational commitment. As in the previous sections social support type will follow source.

Source of support

Table A5.34. Satisfaction with manager support on job satisfaction, well-being and organisational commitment

| DV | | Job Satisfaction | Well-being | Organisational commitment |
|----|---------------------------------------|------------------|------------|---------------------------|
| 1 | Controls β: | | | |
| | team | .149 | .130 | .153 |
| | area manager | .164 | .002 | .102 |
| | b'h manager | .059 | -.060 | .091 |
| | hrs ov'r none | .126 | .156 | -.068 |
| | hrs over 1-3 | .089 | .058 | -.056 |
| | hrs over 4-6 | .001 | .053 | -.008 |
| | hrs over 7-9 | .136 | .104 | .041 |
| | sex | .144 | -.050 | .057 |
| | time in role | -.244 | -.269 | -.211 |
| | contract | -.032 | -.065 | .053 |
| | Change R² | .139 | .095 | .127 |
| 2 | IV β: Man sat | .575 | .575 | .398 |
| | Change R² | .298 | .099 | .142 |
| | Total R² | .437 | .194 | .270 |
| | Sig level | .000 | .000 | .000 |

Table A5.35 Satisfaction with colleague support on job satisfaction, well-being and organisational commitment

| DV | | Job Satisfaction | Well-being | Organisational commitment |
|----------|----------------------------------------|------------------|------------|---------------------------|
| 1 | Controls β: | | | |
| | team | .154 | .105 | .158 |
| | area manager | .133 | -.043 | .104 |
| | b'h manager | .011 | -.089 | .092 |
| | hrs ov'r none | .114 | .139 | -.047 |
| | hrs over 1-3 | .068 | .046 | -.079 |
| | hrs over 4-6 | -.030 | .040 | -.042 |
| | hrs over 7-9 | .125 | .084 | .033 |
| | sex | .149 | -.065 | .050 |
| | time in role | -.243 | -.257 | -.213 |
| contract | .007 | -.005 | .073 | |
| | Change R² | .142 | .087 | .127 |
| 2 | IV β: Coll sat | .323 | .181 | .260 |
| | Change R² | .098 | .030 | .063 |
| | Total R² | .238 | .117 | .190 |
| | Sig level | .000 | .003 | .000 |

Note: the beta weights are different for colleague ones as there is data missing.

Type of support

Table A5.36 Satisfaction with task appreciation on job satisfaction, well-being and organisational commitment

| DV | | Job Satisfaction | Well-being | Organisational commitment |
|----------|--------------------------------------|------------------|------------|---------------------------|
| 1 | Controls β: | | | |
| | team | .149 | .130 | .153 |
| | area manager | .164 | .002 | .102 |
| | b'h manager | .059 | -.060 | .091 |
| | hrs ov'r none | .126 | .156 | -.068 |
| | hrs over 1-3 | .089 | .058 | -.056 |
| | hrs over 4-6 | .001 | .053 | -.008 |
| | hrs over 7-9 | .136 | .104 | .041 |
| | sex | .144 | -.050 | .057 |
| | time in role | -.244 | -.269 | -.211 |
| contract | -.032 | -.065 | .053 | |
| | Change R² | .139 | .095 | .127 |
| 2 | IV β: TA sat | .538 | .326 | .405 |
| | Change R² | .271 | .100 | .154 |
| | Total R² | .410 | .195 | .281 |
| | Sig level | .000 | .000 | .000 |

Table A5.37. Satisfaction with task challenge on job satisfaction, well-being and organisational commitment

| DV | | Job Satisfaction | Well-being | Organisational commitment |
|----------|--------------------------------------|------------------|------------|---------------------------|
| 1 | Controls β: | | | |
| | team | .149 | .130 | .153 |
| | area manager | .164 | .002 | .102 |
| | b'h manager | .059 | -.060 | .091 |
| | hrs ov'r none | .126 | .156 | -.068 |
| | hrs over 1-3 | .089 | .058 | -.056 |
| | hrs over 4-6 | .001 | .053 | -.008 |
| | hrs over 7-9 | .136 | .104 | .041 |
| | sex | .144 | -.050 | .057 |
| | time in role | -.244 | -.269 | -.211 |
| contract | -.032 | -.065 | .053 | |
| | Change R² | .139 | .095 | .127 |
| 2 | IV β: TC sat | .510 | .334 | .386 |
| | Change R² | .245 | .105 | .140 |
| | Total R² | .384 | .200 | .268 |
| | Sig level | .000 | .000 | .000 |

Table A5.38. Satisfaction with practical assistance on job satisfaction, well-being and organisational commitment

| DV | | Job Satisfaction | Well-being | Organisational commitment |
|----------|--------------------------------------|------------------|------------|---------------------------|
| 1 | Controls β: | | | |
| | team | .149 | .130 | .153 |
| | area manager | .164 | .002 | .102 |
| | b'h manager | .059 | -.060 | .091 |
| | hrs ov'r none | .126 | .156 | -.068 |
| | hrs over 1-3 | .089 | .058 | -.056 |
| | hrs over 4-6 | .001 | .053 | -.008 |
| | hrs over 7-9 | .136 | .104 | .041 |
| | sex | .144 | -.050 | .057 |
| | time in role | -.244 | -.269 | -.211 |
| contract | -.032 | -.065 | .053 | |
| | Change R² | .139 | .095 | .127 |
| 2 | IV β: PA sat | .507 | .319 | .303 |
| | Change R² | .231 | .092 | .083 |
| | Total R² | .370 | .186 | .210 |
| | Sig level | .000 | .000 | .000 |

Table A5.39. Satisfaction with reality check on job satisfaction, well-being and organisational commitment

| DV | | Job Satisfaction | Well-being | Organisational commitment |
|----|--------------------------------------|------------------|------------|---------------------------|
| 1 | Controls β: | | | |
| | team | .149 | .130 | .153 |
| | area manager | .164 | .002 | .102 |
| | b'h manager | .059 | -.060 | .091 |
| | hrs ov'r none | .126 | .156 | -.068 |
| | hrs over 1-3 | .089 | .058 | -.056 |
| | hrs over 4-6 | .001 | .053 | -.008 |
| | hrs over 7-9 | .136 | .104 | .041 |
| | sex | .144 | -.050 | .057 |
| | time in role | -.244 | -.269 | -.211 |
| | contract | -.032 | -.065 | .053 |
| | Change R² | .139 | .095 | .127 |
| 2 | IV β: RC sat | .456 | .268 | .283 |
| | Change R² | .192 | .066 | .074 |
| | Total R² | .332 | .161 | .201 |
| | Sig level | .000 | .000 | .000 |

Table A5.40 Satisfaction with emotional support on job satisfaction, well-being and organisational commitment

| DV | | Job Satisfaction | Well-being | Organisational commitment |
|----|--------------------------------------|------------------|------------|---------------------------|
| 1 | Controls β: | | | |
| | team | .149 | .130 | .153 |
| | area manager | .164 | .002 | .102 |
| | b'h manager | .059 | -.060 | .091 |
| | hrs ov'r none | .126 | .156 | -.068 |
| | hrs over 1-3 | .089 | .058 | -.056 |
| | hrs over 4-6 | .001 | .053 | -.008 |
| | hrs over 7-9 | .136 | .104 | .041 |
| | sex | .144 | -.050 | .057 |
| | time in role | -.244 | -.269 | -.211 |
| | contract | -.032 | -.065 | .053 |
| | Change R² | .139 | .095 | .127 |
| 2 | IV β: ES sat | .497 | .293 | .332 |
| | Change R² | .224 | .078 | .100 |
| | Total R² | .363 | .173 | .227 |
| | Sig level | .000 | .000 | .000 |

Table A5.41. Satisfaction with emotional challenge on job satisfaction, well-being and organisational commitment

| DV | | Job Satisfaction | Well-being | Organisational commitment |
|----|-------------------------------------|------------------|------------|---------------------------|
| 1 | Controls β: | | | |
| | team | .149 | .130 | .153 |
| | area manager | .164 | .002 | .102 |
| | b'h manager | .059 | -.060 | .091 |
| | hrs ov'r none | .126 | .156 | -.068 |
| | hrs over 1-3 | .089 | .058 | -.056 |
| | hrs over 4-6 | .001 | .053 | -.008 |
| | hrs over 7-9 | .136 | .104 | .041 |
| | sex | .144 | -.050 | .057 |
| | time in role | -.244 | -.269 | -.211 |
| | contract | -.032 | -.065 | .053 |
| | Change R² | .139 | .095 | .127 |
| 2 | IV β: EC | .526 | .317 | .328 |
| | Change R² | .252 | .092 | .098 |
| | Total R² | .391 | .187 | .226 |
| | Sig level | .000 | .000 | .000 |

Table A5.42. Satisfaction with listening support on job satisfaction, well-being and organisational commitment

| DV | | Job Satisfaction | Well-being | Organisational commitment |
|----|--------------------------------------|------------------|------------|---------------------------|
| 1 | Controls β: | | | |
| | team | .149 | .130 | .153 |
| | area manager | .164 | .002 | .102 |
| | b'h manager | .059 | -.060 | .091 |
| | hrs ov'r none | .126 | .156 | -.068 |
| | hrs over 1-3 | .089 | .058 | -.056 |
| | hrs over 4-6 | .001 | .053 | -.008 |
| | hrs over 7-9 | .136 | .104 | .041 |
| | sex | .144 | -.050 | .057 |
| | time in role | -.244 | -.269 | -.211 |
| | Contract | -.032 | -.065 | .053 |
| | Change R² | .139 | .095 | .127 |
| 2 | IV β: LS sat | .453 | .247 | .312 |
| | Change R² | .185 | .055 | .088 |
| | Total R² | .324 | .150 | .215 |
| | Sig level | .000 | .000 | .000 |

Stage 2

Direct effect of social support on work stressors. As in the previous sections social support type will follow source.

Source of support

Table A5.43. Satisfaction with manager support and colleague support on work stressors

| DV | Influence | Manager | Colleague |
|----|---------------------------------------|---------|-----------|
| 1 | Controls β: | | |
| | team | .174 | .161 |
| | area manager | .143 | .164 |
| | b'h manager | .216 | .134 |
| | hrs ov'r none | .064 | .009 |
| | hrs over 1-3 | -.083 | -.065 |
| | hrs over 4-6 | -.069 | -.067 |
| | hrs over 7-9 | .031 | .030 |
| | sex | -.088 | -.095 |
| | time in role | -.227 | -.239 |
| | contract | .064 | .116 |
| | Change R² | .155 | .153 |
| 2 | IV β: Manager | .438 | .233 |
| | Change R² | .173 | .050 |
| | Total R² | .328 | .203 |
| | Sig level | .000 | .000 |

Type of support

Table A5.44. Satisfaction with social support types on work stressors

| DV | Influence | TA | TC | PA | RC | ES | EC | LS |
|----|-------------------------------------|-------|-------|-------|-------|-------|-------|-------|
| 1 | Controls β: | | | | | | | |
| | team | .174 | .174 | .174 | .174 | .174 | .174 | .174 |
| | area manager | .143 | .143 | .143 | .143 | .143 | .143 | .143 |
| | b'h manager | .216 | .216 | .216 | .216 | .216 | .216 | .216 |
| | hrs ov'r none | .064 | .064 | .064 | .064 | .064 | .064 | .064 |
| | hrs over 1-3 | -.083 | -.083 | -.083 | -.083 | -.083 | -.083 | -.083 |
| | hrs over 4-6 | -.069 | -.069 | -.069 | -.069 | -.069 | -.069 | -.069 |
| | hrs over 7-9 | .031 | .031 | .031 | .031 | .031 | .031 | .031 |
| | sex | -.088 | -.088 | -.088 | -.088 | -.088 | -.088 | -.088 |
| | time in role | -.227 | -.227 | -.227 | -.227 | -.227 | -.227 | -.227 |
| | contract | .064 | .064 | .064 | .064 | .064 | .064 | .064 |
| | Change R² | .155 | .155 | .155 | .155 | .155 | .155 | .115 |
| 2 | IV β: Types | .369 | .366 | .375 | .343 | .352 | .358 | .308 |
| | Change R² | .128 | .126 | .126 | .109 | .112 | .117 | .085 |
| | Total R² | .283 | .281 | .281 | .264 | .267 | .272 | .240 |
| | Sig level | .000 | .000 | .000 | .000 | .000 | .000 | .000 |

Influence mediating the relationship between social support and well-being outcomes

Table A5.45. Influence mediating the relationship between satisfaction with manager support and well-being

| | DV: Well-being | | | |
|----------|-----------------------------------------------|-------|----------|-------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | Team | .130 | .174 | .130 |
| | area manager | .002 | .143 | .002 |
| | branch manager | -.060 | .216 | -.060 |
| | hours over none | .156 | .064 | .156 |
| | hours over 1-3 | .058 | -.083 | .058 |
| | hours over 4-6 | .053 | -.069 | .053 |
| | hours over 7-9 | .104 | .031 | .104 |
| | sex | -.050 | -.088 | -.050 |
| | time in role | -.269 | -.227 | -.269 |
| | type of contract | -.065 | .064 | -.065 |
| | Change in R² | .095 | .155 | .095 |
| 2 | Mediator β: Influence | | .438 | .326 |
| | Change in R² | | .173 | .090 |
| 3 | IV β: Manager support | .575 | | .238 |
| | Change in R² | .099 | | .041 |
| | Total R² | .194 | .328 | .225 |
| | Sig level | .000 | .000 | .000 |

Table A5.46 Influence mediating the relationship between satisfaction with manager support and job satisfaction

| | DV: Job satisfaction | | | |
|----------|-----------------------------------------------|-------|----------|-------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | Team | .149 | .174 | .149 |
| | area manager | .164 | .143 | .164 |
| | branch manager | .059 | .216 | .059 |
| | hours over none | .126 | .064 | .126 |
| | hours over 1-3 | .089 | -.083 | .089 |
| | hours over 4-6 | .001 | -.069 | .001 |
| | hours over 7-9 | .136 | .031 | .136 |
| | sex | .144 | -.088 | .144 |
| | time in role | -.244 | -.227 | -.244 |
| | type of contract | -.032 | .064 | -.032 |
| | Change in R² | .139 | .155 | .139 |
| 2 | Mediator β: Influence | | .438 | .523 |
| | Change in R² | | .173 | .231 |
| 3 | IV β: Manager support | .575 | | .435 |
| | Change in R² | .298 | | .136 |
| | Total R² | .437 | .328 | .505 |
| | Sig level | .000 | .000 | .000 |

Table A5.47. Influence mediating the relationship between satisfaction with manager support and organisational commitment

| DV: Organisational commitment | | | | |
|--------------------------------------|-----------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | Team | .153 | .174 | .153 |
| | area manager | .102 | .143 | .102 |
| | branch manager | .091 | .216 | .091 |
| | hours over none | -.068 | .064 | -.068 |
| | hours over 1-3 | -.056 | -.083 | -.056 |
| | hours over 4-6 | -.008 | -.069 | -.008 |
| | hours over 7-9 | .041 | .031 | .041 |
| | sex | .057 | -.088 | .057 |
| | time in role | -.211 | -.227 | -.211 |
| | type of contract | .053 | .064 | .053 |
| | Change in R² | .127 | .155 | .127 |
| 2 | Mediator β: Influence | | .438 | .314 |
| | Change in R² | | .173 | .083 |
| 3 | IV β: Manager support | .398 | | .327 |
| | Change in R² | .142 | | .077 |
| | Total R² | .270 | .328 | .287 |
| | Sig level | .000 | .000 | .000 |

Table A5.48. Influence mediating the relationship between satisfaction with colleague support and well-being

| DV: Well-being | | | | |
|-----------------------|-------------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | Team | .105 | .161 | .105 |
| | area manager | -.043 | .164 | -.043 |
| | branch manager | -.089 | .134 | -.089 |
| | hours over none | .139 | .009 | .139 |
| | hours over 1-3 | .046 | -.065 | .046 |
| | hours over 4-6 | .040 | -.067 | .040 |
| | hours over 7-9 | .084 | .030 | .084 |
| | sex | -.065 | -.095 | -.065 |
| | time in role | -.257 | -.239 | -.257 |
| | type of contract | -.005 | .116 | -.005 |
| | Change in R² | .087 | .153 | .087 |
| 2 | Mediator β: Influence | | .233 | .283 |
| | Change in R² | | .050 | .169 |
| 3 | IV β: Colleague support | .181 | | .115 |
| | Change in R² | .030 | | .012 |
| | Total R² | | .203 | .181 |
| | Sig level | .003 | .000 | .048 |

Table A5.49. Influence mediating the relationship between satisfaction with colleague support and job satisfaction

| DV: Job satisfaction | | | | |
|-----------------------------|-------------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | Team | .154 | .161 | .154 |
| | area manager | .133 | .164 | .133 |
| | branch manager | .011 | .134 | .011 |
| | hours over none | .114 | .009 | .114 |
| | hours over 1-3 | .068 | -.065 | .068 |
| | hours over 4-6 | -.030 | -.067 | -.030 |
| | hours over 7-9 | .125 | .030 | .125 |
| | sex | .149 | -.095 | .149 |
| | time in role | -.243 | -.239 | -.243 |
| | Type of contract | .007 | .116 | .007 |
| | Change in R² | .142 | .153 | .142 |
| 2 | Mediator β: Influence | | .233 | .527 |
| | Change in R² | | .050 | .236 |
| 3 | IV β: Colleague support | .323 | | .212 |
| | Change in R² | .098 | | .039 |
| | Total R² | .238 | .203 | .416 |
| | Sig level | .000 | .000 | .000 |

Table A5.50 Influence mediating the relationship between satisfaction with colleague support and organisational commitment

| DV: Organisational commitment | | | | |
|--------------------------------------|-------------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | Team | .158 | .161 | .158 |
| | area manager | .104 | .164 | .104 |
| | branch manager | .092 | .134 | .092 |
| | hours over none | -.047 | .009 | -.047 |
| | hours over 1-3 | -.079 | -.065 | -.079 |
| | hours over 4-6 | -.042 | -.067 | -.042 |
| | hours over 7-9 | .033 | .030 | .033 |
| | sex | .050 | -.095 | .050 |
| | time in role | -.213 | -.239 | -.213 |
| | type of contract | .073 | .116 | .073 |
| | Change in R² | .127 | .153 | .127 |
| 2 | Mediator β: Influence | | .233 | .321 |
| | Change in R² | | .050 | .087 |
| 3 | IV β: Colleague support | .260 | | .197 |
| | Change in R² | .063 | | .034 |
| | Total R² | .190 | .203 | .248 |
| | Sig level | .000 | .000 | .001 |

Table A5.51 Influence mediating the relationship between TA satisfaction and well-being

| | DV: Well-being | | | |
|----------|-----------------------------------------------|-------|----------|-------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | Team | .130 | .174 | .130 |
| | area manager | .002 | .143 | .002 |
| | branch manager | -.060 | .216 | -.060 |
| | hours over none | .156 | .064 | .156 |
| | hours over 1-3 | .058 | -.083 | .058 |
| | hours over 4-6 | .053 | -.069 | .053 |
| | hours over 7-9 | .104 | .031 | .104 |
| | sex | -.050 | -.088 | -.050 |
| | time in role | -.269 | -.227 | -.269 |
| | type of contract | -.065 | .064 | -.065 |
| | Change in R² | .095 | .155 | .095 |
| 2 | Mediator β: Influence | | .369 | .326 |
| | Change in R² | | .128 | .090 |
| 3 | IV β: TA satisfaction | .326 | | .242 |
| | Change in R² | .100 | | .047 |
| | Total R² | .195 | .283 | .232 |
| | Sig level | .000 | .000 | .000 |

Table A5.52 Influence mediating the relationship between TA satisfaction and job satisfaction

| | DV: Job satisfaction | | | |
|----------|-----------------------------------------------|-------|----------|-------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | Team | .149 | .174 | .149 |
| | area manager | .164 | .143 | .164 |
| | branch manager | .059 | .216 | .059 |
| | hours over none | .126 | .064 | .126 |
| | hours over 1-3 | .089 | -.083 | .089 |
| | hours over 4-6 | .001 | -.069 | .001 |
| | hours over 7-9 | .136 | .031 | .136 |
| | sex | .144 | -.088 | .144 |
| | time in role | -.244 | -.227 | -.244 |
| | type of contract | -.032 | .064 | -.032 |
| | Change in R² | .139 | .155 | .139 |
| 2 | Mediator β: Influence | | .369 | .523 |
| | Change in R² | | .128 | .231 |
| 3 | IV β: TA satisfaction | .538 | | .406 |
| | Change in R² | .271 | | .131 |
| | Total R² | .410 | .283 | .501 |
| | Sig level | .000 | .000 | .000 |

Table A5.53. Influence mediating the relationship between TA satisfaction and organisational commitment

| DV: Organisational commitment | | | | |
|--------------------------------------|-----------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | Team | .153 | .174 | .153 |
| | area manager | .102 | .143 | .102 |
| | branch manager | .091 | .216 | .091 |
| | hours over none | -.068 | .064 | -.068 |
| | hours over 1-3 | -.056 | -.083 | -.056 |
| | hours over 4-6 | -.008 | -.069 | -.008 |
| | hours over 7-9 | .041 | .031 | .041 |
| | sex | .057 | -.088 | .057 |
| | time in role | -.211 | -.227 | -.211 |
| | type of contract | .053 | .064 | .053 |
| | Change in R² | .127 | .155 | .127 |
| 2 | Mediator β: Influence | | .369 | .314 |
| | Change in R² | | .128 | .083 |
| 3 | IV β: TA satisfaction | .405 | | .340 |
| | Change in R² | .154 | | .092 |
| | Total R² | .281 | .283 | .303 |
| | Sig level | .000 | .000 | .000 |

Table A5.54. Influence mediating the relationship between TC satisfaction and well-being

| DV: Well-being | | | | |
|-----------------------|-----------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | Team | .130 | .174 | .130 |
| | area manager | .002 | .143 | .002 |
| | branch manager | -.060 | .216 | -.060 |
| | hours over none | .156 | .064 | .156 |
| | hours over 1-3 | .058 | -.083 | .058 |
| | hours over 4-6 | .053 | -.069 | .053 |
| | hours over 7-9 | .104 | .031 | .104 |
| | sex | -.050 | -.088 | -.050 |
| | time in role | -.269 | -.227 | -.269 |
| | type of contract | -.065 | .064 | -.065 |
| | Change in R² | .095 | .155 | .095 |
| 2 | Mediator β: Influence | | .366 | .326 |
| | Change in R² | | .126 | .090 |
| 3 | IV β: TC satisfaction | .334 | | .252 |
| | Change in R² | .105 | | .051 |
| | Total R² | .200 | .281 | .236 |
| | Sig level | .000 | .000 | .000 |

Table A5.55 Influence mediating the relationship between TC satisfaction and job satisfaction

| DV: Job satisfaction | | | | |
|-----------------------------|-----------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | Team | .149 | .174 | .149 |
| | area manager | .164 | .143 | .164 |
| | branch manager | .059 | .216 | .059 |
| | hours over none | .126 | .064 | .126 |
| | hours over 1-3 | .089 | -.083 | .089 |
| | hours over 4-6 | .001 | -.069 | .001 |
| | hours over 7-9 | .136 | .031 | .136 |
| | sex | .144 | -.088 | .144 |
| | time in role | -.244 | -.227 | -.244 |
| | type of contract | -.032 | .064 | -.032 |
| | Change in R² | .139 | .155 | .139 |
| 2 | Mediator β: Influence | | .366 | .523 |
| | Change in R² | | .126 | .231 |
| 3 | IV β: TC satisfaction | .510 | | .375 |
| | Change in R² | .245 | | .113 |
| | Total R² | .384 | .281 | .483 |
| | Sig level | .000 | .000 | .000 |

Table A5.56 Influence mediating the relationship between TC satisfaction and organisational commitment

| DV: Organisational commitment | | | | |
|--------------------------------------|-----------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | Team | .153 | .174 | .153 |
| | area manager | .102 | .143 | .102 |
| | branch manager | .091 | .216 | .091 |
| | hours over none | -.068 | .064 | -.068 |
| | hours over 1-3 | -.056 | -.083 | -.056 |
| | hours over 4-6 | -.008 | -.069 | -.008 |
| | hours over 7-9 | .041 | .031 | .041 |
| | sex | .057 | -.088 | .057 |
| | time in role | -.211 | -.227 | -.211 |
| | type of contract | .053 | .064 | .053 |
| | Change in R² | .127 | .155 | .127 |
| 2 | Mediator β: Influence | | .366 | .314 |
| | Change in R² | | .126 | .083 |
| 3 | IV β: TC satisfaction | .386 | | .319 |
| | Change in R² | .140 | | .081 |
| | Total R² | .268 | .281 | .292 |
| | Sig level | .000 | .000 | .000 |

Table A5.57. Influence mediating the relationship between PA satisfaction and well-being

| | DV: Well-being | | | |
|----------|-----------------------------------------------|-------|----------|-------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | Team | .130 | .174 | .130 |
| | area manager | .002 | .143 | .002 |
| | branch manager | -.060 | .216 | -.060 |
| | hours over none | .156 | .064 | .156 |
| | hours over 1-3 | .058 | -.083 | .058 |
| | hours over 4-6 | .053 | -.069 | .053 |
| | hours over 7-9 | .104 | .031 | .104 |
| | sex | -.050 | -.088 | -.050 |
| | time in role | -.269 | -.227 | -.269 |
| | Type of contract | -.065 | .064 | -.065 |
| | Change in R² | .095 | .155 | .095 |
| 2 | Mediator β: Influence | | .375 | .326 |
| | Change in R² | | .126 | .090 |
| 3 | IV β: PA satisfaction | .319 | | .231 |
| | Change in R² | .092 | | .041 |
| | Total R² | .186 | .281 | .226 |
| | Sig level | .000 | .000 | .000 |

Table A5.58 Influence mediating the relationship between PA satisfaction and job satisfaction

| | DV: Job satisfaction | | | |
|----------|-----------------------------------------------|-------|----------|-------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | Team | .149 | .174 | .149 |
| | area manager | .164 | .143 | .164 |
| | branch manager | .059 | .216 | .059 |
| | hours over none | .126 | .064 | .126 |
| | hours over 1-3 | .089 | -.083 | .089 |
| | hours over 4-6 | .001 | -.069 | .001 |
| | hours over 7-9 | .136 | .031 | .136 |
| | sex | .144 | -.088 | .144 |
| | time in role | -.244 | -.227 | -.244 |
| | type of contract | -.032 | .064 | -.032 |
| | Change in R² | .139 | .155 | .139 |
| 2 | Mediator β: Influence | | .375 | .523 |
| | Change in R² | | .126 | .231 |
| 3 | IV β: PA satisfaction | .507 | | .366 |
| | Change in R² | .231 | | .102 |
| | Total R² | .370 | .281 | .472 |
| | Sig level | .000 | .000 | .000 |

Table A5.59 Influence mediating the relationship between PA satisfaction and organisational commitment

| DV: Organisational commitment | | | | |
|--------------------------------------|-----------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | Team | .153 | .174 | .153 |
| | area manager | .102 | .143 | .102 |
| | branch manager | .091 | .216 | .091 |
| | hours over none | -.068 | .064 | -.068 |
| | hours over 1-3 | -.056 | -.083 | -.056 |
| | hours over 4-6 | -.008 | -.069 | -.008 |
| | hours over 7-9 | .041 | .031 | .041 |
| | sex | .057 | -.088 | .057 |
| | time in role | -.211 | -.227 | -.211 |
| | type of contract | .053 | .064 | .053 |
| | Change in R² | .127 | .155 | .127 |
| 2 | Mediator β: Influence | | .375 | .314 |
| | Change in R² | | .126 | .083 |
| 3 | IV β: PA satisfaction | .303 | | .219 |
| | Change in R² | .083 | | .037 |
| | Total R² | .210 | .281 | .247 |
| | Sig level | .000 | .000 | .000 |

Table A5.60. Influence mediating the relationship between RC satisfaction and well-being

| DV: Well-being | | | | |
|-----------------------|-----------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | Team | .130 | .174 | .130 |
| | area manager | .002 | .143 | .002 |
| | branch manager | -.060 | .216 | -.060 |
| | hours over none | .156 | .064 | .156 |
| | hours over 1-3 | .058 | -.083 | .058 |
| | hours over 4-6 | .053 | -.069 | .053 |
| | hours over 7-9 | .104 | .031 | .104 |
| | sex | -.050 | -.088 | -.050 |
| | time in role | -.269 | -.227 | -.269 |
| | type of contract | -.065 | .064 | -.065 |
| | Change in R² | .095 | .155 | .095 |
| 2 | Mediator β: Influence | | .343 | .326 |
| | Change in R² | | .109 | .090 |
| 3 | IV β: RC satisfaction | .268 | | .179 |
| | Change in R² | .066 | | .026 |
| | Total R² | .161 | .264 | .211 |
| | Sig level | .000 | .000 | .003 |

Table A5.61. Influence mediating the relationship between RC satisfaction and job satisfaction

| DV: Job satisfaction | | | | |
|-----------------------------|------------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | Team | .149 | .174 | .149 |
| | area manager | .164 | .143 | .164 |
| | branch manager | .059 | .216 | .059 |
| | hours over none | .126 | .064 | .126 |
| | hours over 1-3 | .089 | -.083 | .089 |
| | hours over 4-6 | .001 | -.069 | .001 |
| | hours over 7-9 | .136 | .031 | .136 |
| | sex | .144 | -.088 | .144 |
| | time in role | -.244 | -.227 | -.244 |
| | type of contract | -.032 | .064 | -.032 |
| | Change in R² | .139 | .155 | .139 |
| 2 | Mediator β: Influence | | .343 | .523 |
| | Change in R² | | .109 | .231 |
| 3 | IV β:: RC satisfaction | .456 | | .318 |
| | Change in R² | .192 | | .081 |
| | Total R² | .332 | .264 | .451 |
| | Sig level | .000 | .000 | .000 |

Table A5.62 Influence mediating the relationship between RC satisfaction and organisational commitment

| DV: Organisational commitment | | | | |
|--------------------------------------|-----------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | Team | .153 | .174 | .153 |
| | area manager | .102 | .143 | .102 |
| | branch manager | .091 | .216 | .091 |
| | hours over none | -.068 | .064 | -.068 |
| | hours over 1-3 | -.056 | -.083 | -.056 |
| | hours over 4-6 | -.008 | -.069 | -.008 |
| | hours over 7-9 | .041 | .031 | .041 |
| | sex | .057 | -.088 | .057 |
| | time in role | -.211 | -.227 | -.211 |
| | type of contract | .053 | .064 | .053 |
| | Change in R² | .127 | .155 | .127 |
| 2 | Mediator β: Influence | | .343 | .314 |
| | Change in R² | | .109 | .083 |
| 3 | IV β: RC satisfaction | .283 | | .201 |
| | Change in R² | .074 | | .032 |
| | Total R² | .201 | .264 | .243 |
| | Sig level | .000 | .000 | .001 |

Table A5.63. Influence mediating the relationship between ES satisfaction and well-being

| | DV: Well-being | | | |
|----------|-----------------------------------------------|-------|----------|-------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | Team | .130 | .174 | .130 |
| | area manager | .002 | .143 | .002 |
| | branch manager | -.060 | .216 | -.060 |
| | hours over none | .156 | .064 | .156 |
| | hours over 1-3 | .058 | -.083 | .058 |
| | hours over 4-6 | .053 | -.069 | .053 |
| | hours over 7-9 | .104 | .031 | .104 |
| | sex | -.050 | -.088 | -.050 |
| | time in role | -.269 | -.227 | -.269 |
| | type of contract | -.065 | .064 | -.065 |
| | Change in R² | .095 | .155 | .095 |
| 2 | Mediator β: Influence | | .352 | .326 |
| | Change in R² | | .112 | .090 |
| 3 | IV β: ES satisfaction | .293 | | .206 |
| | Change in R² | .078 | | .033 |
| | Total R² | .173 | .267 | .218 |
| | Sig level | .000 | .000 | .001 |

Table A5.64. Influence mediating the relationship between ES satisfaction and job satisfaction

| | DV: Job satisfaction | | | |
|----------|-----------------------------------------------|-------|----------|-------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | Team | .149 | .174 | .149 |
| | area manager | .164 | .143 | .164 |
| | branch manager | .059 | .216 | .059 |
| | hours over none | .126 | .064 | .126 |
| | hours over 1-3 | .089 | -.083 | .089 |
| | hours over 4-6 | .001 | -.069 | .001 |
| | hours over 7-9 | .136 | .031 | .136 |
| | sex | .144 | -.088 | .144 |
| | time in role | -.244 | -.227 | -.244 |
| | type of contract | -.032 | .064 | -.032 |
| | Change in R² | .139 | .155 | .139 |
| 2 | Mediator β: Influence | | .352 | .523 |
| | Change in R² | | .112 | .231 |
| 3 | IV β: ES satisfaction | .497 | | .362 |
| | Change in R² | .224 | | .103 |
| | Total R² | .363 | .267 | .473 |
| | Sig level | .000 | .000 | .000 |

Table A5.65. Influence mediating the relationship between ES satisfaction and organisational commitment

| DV: Organisational commitment | | | | |
|--------------------------------------|-----------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | Team | .153 | .174 | .153 |
| | area manager | .102 | .143 | .102 |
| | branch manager | .091 | .216 | .091 |
| | hours over none | -.068 | .064 | -.068 |
| | hours over 1-3 | -.056 | -.083 | -.056 |
| | hours over 4-6 | -.008 | -.069 | -.008 |
| | hours over 7-9 | .041 | .031 | .041 |
| | sex | .057 | -.088 | .057 |
| | time in role | -.211 | -.227 | -.211 |
| | type of contract | .053 | .064 | .053 |
| | Change in R² | .127 | .155 | .127 |
| 2 | Mediator β: Influence | | .352 | .314 |
| | Change in R² | | .112 | .083 |
| 3 | IV β: ES satisfaction | .332 | | .256 |
| | Change in R² | .100 | | .051 |
| | Total R² | .227 | .267 | .262 |
| | Sig level | .000 | .000 | .000 |

Table A5.66. Influence mediating the relationship between EC satisfaction and well-being

| DV: Well-being | | | | |
|-----------------------|-----------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | Team | .130 | .174 | .130 |
| | area manager | .002 | .143 | .002 |
| | branch manager | -.060 | .216 | -.060 |
| | hours over none | .156 | .064 | .156 |
| | hours over 1-3 | .058 | -.083 | .058 |
| | hours over 4-6 | .053 | -.069 | .053 |
| | hours over 7-9 | .104 | .031 | .104 |
| | sex | -.050 | -.088 | -.050 |
| | time in role | -.269 | -.227 | -.269 |
| | type of contract | -.065 | .064 | -.065 |
| | Change in R² | .095 | .155 | .095 |
| 2 | Mediator β: Influence | | .358 | .326 |
| | Change in R² | | .117 | .090 |
| 3 | IV β: EC satisfaction | .317 | | .233 |
| | Change in R² | .092 | | .043 |
| | Total R² | .187 | .272 | .227 |
| | Sig level | .000 | .000 | .000 |

Table A5.67 Influence mediating the relationship between EC satisfaction and job satisfaction

| DV: Job satisfaction | | | | |
|-----------------------------|-----------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | Team | .149 | .174 | .149 |
| | area manager | .164 | .143 | .164 |
| | branch manager | .059 | .216 | .059 |
| | hours over none | .126 | .064 | .126 |
| | hours over 1-3 | .089 | -.083 | .089 |
| | hours over 4-6 | .001 | -.069 | .001 |
| | hours over 7-9 | .136 | .031 | .136 |
| | sex | .144 | -.088 | .144 |
| | time in role | -.244 | -.227 | -.244 |
| | type of contract | -.032 | .064 | -.032 |
| | Change in R² | .139 | .155 | .139 |
| 2 | Mediator β: Influence | | .358 | .523 |
| | Change in R² | | .117 | .231 |
| 3 | IV β: EC satisfaction | .526 | | .393 |
| | Change in R² | .252 | | .121 |
| | Total R² | .391 | .272 | .491 |
| | Sig level | .000 | .000 | .000 |

Table A5.68 Influence mediating the relationship between EC satisfaction and organisational commitment

| DV: Organisational commitment | | | | |
|--------------------------------------|-----------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | Team | .153 | .174 | .153 |
| | area manager | .102 | .143 | .102 |
| | branch manager | .091 | .216 | .091 |
| | hours over none | -.068 | .064 | -.068 |
| | hours over 1-3 | -.056 | -.083 | -.056 |
| | hours over 4-6 | -.008 | -.069 | -.008 |
| | hours over 7-9 | .041 | .031 | .041 |
| | sex | .057 | -.088 | .057 |
| | time in role | -.211 | -.227 | -.211 |
| | type of contract | .053 | .064 | .053 |
| | Change in R² | .127 | .155 | .127 |
| 2 | Mediator β: Influence | | .358 | .314 |
| | Change in R² | | .117 | .083 |
| 3 | IV β: EC satisfaction | .328 | | .250 |
| | Change in R² | .098 | | .049 |
| | Total R² | .226 | .272 | .260 |
| | Sig level | .000 | .000 | .000 |

Table A5.69. Influence mediating the relationship between LS satisfaction and well-being

| DV: Well-being | | | | |
|-----------------------|-----------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | Team | .130 | .174 | .130 |
| | area manager | .002 | .143 | .002 |
| | branch manager | -.060 | .216 | -.060 |
| | hours over none | .156 | .064 | .156 |
| | hours over 1-3 | .058 | -.083 | .058 |
| | hours over 4-6 | .053 | -.069 | .053 |
| | hours over 7-9 | .104 | .031 | .104 |
| | sex | -.050 | -.088 | -.050 |
| | time in role | -.269 | -.227 | -.269 |
| | type of contract | -.065 | .064 | -.065 |
| | Change in R² | .095 | .115 | .095 |
| 2 | Mediator β: Influence | | .308 | .326 |
| | Change in R² | | .085 | .090 |
| 3 | IV β: LS satisfaction | .247 | | .163 |
| | Change in R² | .055 | | .022 |
| | Total R² | .150 | .240 | .206 |
| | Sig level | .000 | .000 | .006 |

Table A5.70 Influence mediating the relationship between LS satisfaction and job satisfaction

| DV: Job satisfaction | | | | |
|-----------------------------|-----------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | Team | .149 | .174 | .149 |
| | area manager | .164 | .143 | .164 |
| | branch manager | .059 | .216 | .059 |
| | hours over none | .126 | .064 | .126 |
| | hours over 1-3 | .089 | -.083 | .089 |
| | hours over 4-6 | .001 | -.069 | .001 |
| | hours over 7-9 | .136 | .031 | .136 |
| | sex | .144 | -.088 | .144 |
| | time in role | -.244 | -.227 | -.244 |
| | type of contract | -.032 | .064 | -.032 |
| | Change in R² | .139 | .115 | .139 |
| 2 | Mediator β: Influence | | .308 | .523 |
| | Change in R² | | .085 | .231 |
| 3 | IV β: LS satisfaction | .453 | | .325 |
| | Change in R² | .185 | | .085 |
| | Total R² | .324 | .240 | .455 |
| | Sig level | .000 | .000 | .000 |

Table A5.71. Influence mediating the relationship between LS satisfaction and organisational commitment

| DV: Organisational commitment | | | | |
|--------------------------------------|-----------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 1 | Controls β: | | | |
| | Team | .153 | .174 | .153 |
| | area manager | .102 | .143 | .102 |
| | branch manager | .091 | .216 | .091 |
| | hours over none | -.068 | .064 | -.068 |
| | hours over 1-3 | -.056 | -.083 | -.056 |
| | hours over 4-6 | -.008 | -.069 | -.008 |
| | hours over 7-9 | .041 | .031 | .041 |
| | sex | .057 | -.088 | .057 |
| | time in role | -.211 | -.227 | -.211 |
| | Type of contract | .053 | .064 | .053 |
| | Change in R² | .127 | .115 | .127 |
| 2 | Mediator β: Influence | | .308 | .314 |
| | Change in R² | | .085 | .083 |
| 3 | IV β: LS satisfaction | .312 | | .240 |
| | Change in R² | .088 | | .047 |
| | Total R² | .215 | .240 | .257 |
| | Sig level | .000 | .000 | .000 |

Study Two: Covering Letter to Branch Managers

<<Date>>

Dear <<Title>> <<Surname>>

RE: Teamwork and Branch Office Performance - Post Office Ltd. Workforce Initiative

With the endorsement of John Holroyd, Head of Partnering in Personnel Directorate, the second stage of Branch Office research in conjunction with Aston Business School is under way. Last spring you or a member of your management team participated in the first stage of this study.

A small number of selected Branch Offices are being approached to participate in this study. I would like to offer your Branch Office the exciting opportunity to contribute to this research. Detail of the research can be found in the enclosed proposal document. In brief, the study requires the completion of a short survey by the management team and counter staff. Participating Branch Offices will receive an individual branch office profile enabling you to compare your office performance with other offices in the following areas:

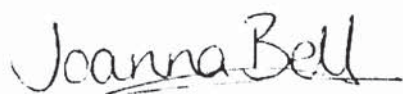
- Team working climate
- Employee job satisfaction
- Employee loyalty and commitment
- Employee work stress

The findings of this study will be a useful input to help Post Office Ltd plan and manage change more effectively, and help to develop and deploy initiatives that will support you in your work. As Post Office Ltd move towards the challenges ahead, these factors will be critical in enabling as smooth a transition as possible.

Information you provide is totally confidential. All data will be held at Aston Business School, the Post Office Ltd will at no point have access to individual responses or be able to identify individuals. The overall results from the survey will be communicated to each Retail Line Manager and Branch Office. Such reports will not identify individual responses and will simply summarise the data, thus protecting anonymity and confidentiality.

For your information I have enclosed a copy of the research proposal, and a copy of the report that participating Branch Offices will receive. Please complete the enclosed response form and return in the reply envelope, I can then contact you at your convenience to discuss the research further. I would be grateful if you could respond by 19th March. In the meantime if you require any further information I can be contacted on 0121 687 7673, or alternatively on e-mail: belljfl@aston.ac.uk.

Yours sincerely



Joanna Bell, Project Manager

Study Two: Research Proposal sent to Branch Managers

Team Working and Branch Office Performance.

Research Proposal



Joanna Bell

March 2002

Background

Work teams make a significant contribution to organisational success. It is therefore crucial to understand how to maximise their effectiveness. The aim of the research is to identify and explore differences in the experience of work between employees working in teams and those working in quasi teams and to consider the impact of these differences on the individuals and at a unit level. Quasi teams are work groups which fulfil some but not all characteristics of a team. Prior research has suggested significant benefits for individuals who work in clearly defined teams, including enhanced well-being, a reduced experience of stress and increased job satisfaction. These differences may be attributed to a greater experience of social support for those employees working in teams.

The initial stage of the research, carried out in spring 2001 explored the different experiences of work reported by individuals who perceived themselves to work in teams or quasi teams at an individual level. Findings from this study revealed that those employees who reported that they work in teams experienced higher levels of job satisfaction, well-being and greater organisational commitment than those employees who reported to work in quasi teams. Those in teams also perceived they had more influence over decision making at work.

Objectives

The second study will focus on the interactions between team processes, team performance, individual well-being and interpersonal interactions at the team level. The work carried out at this stage will increase our understanding of how team processes impact on the performance of the team and the well-being of individual team members. Results of this work will lead to recommendations that will help promote positive team processes, these could help lead to improved performance and employees that are better able to cope and adapt to organisational change.

The final stage of the research will involve interviews with a small number of respondents from study two. The aim is to explore issues and themes raised throughout the research programme and thus contribute to a comprehensive understanding of positive team processes and their impact on team performance and individual well-being.

To summarise, this research programme will determine:

- The benefits employees experience when working in a team
- The impact of team processes on team performance
- The functions and dynamics of supportive relations in teams

The overall benefit to the organisation, in addition to an increased understanding of the impact of team processes on performance, is the potential to encourage the positive processes that will result in more effective work teams. While this research is fully endorsed by Post Office Ltd, the researcher will meet all costs.

Research Design

Study Two

A select number of Branch Offices whose management team took part in study one will be approached through the Branch Manager and offered the opportunity to take part in the second stage of the research. It will only be possible to provide Branch Offices with a report if 80% or more of individual team members complete the survey. All data will be collected, held and analysed at Aston Business School, where I will have sole access to the completed questionnaires. An ID number will be used on the surveys, this is necessary for stage 3. The Post Office organisation will at no point have access to individual responses or be able to identify individuals.

This research is funded entirely by Aston Business School. All research costs will met by the researcher.

Benefits to the participating Branch Office and Post Office Ltd.

Team Report

The teams will receive feedback on team function and performance; practical information on how they could improve functioning will be described.

The research will develop our understanding of how team working impacts on the performance of the team and of individuals within the team. Intervention strategies will be recommended which promote effective team working processes, thus improving performance. Teams that work more effectively are better able to cope and adapt to organisational change.

Organisation Feedback

A report describing the main findings and detailing practical recommendations for developing positive team processes and enhancing team performance will be produced. Such reports will not identify individual responses and will simply summarise the data, thus protecting anonymity and confidentiality.

The organisation will gain a context specific understanding of the impact of effective team working processes on team functioning and performance. If applied the organisation could increase effective team working processes which will have a positive impact on job satisfaction and team commitment, which in turn will reduce absenteeism and turnover. These developments thus have the potential to decrease organisational costs and improve team functioning, thereby increasing performance and quality of output and customer satisfaction.¹

Further Details

If you would like further information about the research please contact:

Joanna Bell,
Aston Business School, Aston Triangle, Birmingham, B4 7ET
Telephone: 0121 687 7673
E-mail: belljfl@aston.ac.uk

¹ Sufficient performance data for individual Branch Offices cannot be guaranteed.

Study Two: Sample Report sent to Branch Managers

Team Working and Branch Office Performance.

Sample Report²³



Prepared by: Joanna Bell, Aston Business School

Prepared for: [Name] Branch Office

Date:

Version: 1

² All statistics and figures contained in this report are fictitious and do not in any way represent an actual Branch Office.

³ This is a sample report and therefore content, layout, diagrams are subject to alteration.

1 Management Summary

1.1 Background

Team working within organisations is a powerful way in which a diverse range of performance benefits can be achieved. There are a wide range of factors which can influence the effectiveness of the team, and also impact on the individual members well-being and job satisfaction.

This research programme will determine:

- The effect of team processes on performance variables
- The extent to which being in a team results in positive work experience
- The function of interpersonal relations in teams

1.2 Methodology

Branch managers within selected Branch Offices were approached and asked to support the research within their office. Once the commitment from Branch managers was achieved, their management team and counter staff team were sent the survey questionnaires.

1.3 Findings

All findings will be represented using tables within the main body of the report. These tables will enable the reader to compare their Office with others in the research sample.

Team Membership: Within Branch Office X, 50% of employees reported to work in a team. The range between Branch Offices was 15% to 91%.

Team Processes: The team reported significantly higher scores for establishing a vision and commitment to excellence than other offices in the sample. Scores were lower for participation and support for innovation. These results are consistent across Branch Offices surveyed.

Work Characteristics: Employees within Branch Office X reported greater work demands and less feedback than other Branch Offices surveyed.

Social Support: Employees reported greater satisfaction with support from their manager and team members than other branch offices.

Outcomes: Job satisfaction, Well-being, Organisational commitment: Job satisfaction and well-being are significantly better in this Branch Office than other offices in the sample. There is no difference in organisational commitment.

Performance: The exact nature of performance data is currently under discussion.

1.4 Recommendations

The findings from the research would suggest that this is a well-functioning branch office, with above average performance ratings, good interpersonal skills, a clear vision and commitment to excellence. Staff within the Branch Office report high job satisfaction and good individual well-being.

Areas where opportunities for improvement exist are in providing timely and relevant performance feedback. This may be achieved through formal mechanisms of increased appraisal or informal methods of positive reinforcement of staff while on the job. Work demands were also high; this may be due to the team processes. It is therefore recommended that greater participation from all staff is encouraged and greater support given of innovative ways of working in which to meet objectives. This should have a positive impact on work demands.

2 Introduction

Work teams make a significant contribution to organisational success. It is therefore crucial to understand how to maximise their effectiveness. The aim of the research is to identify and explore differences in the experience of work between employees working in teams and those working in quasi teams and to consider the impact of these differences on the individuals and at a unit level. Quasi teams are work groups which fulfil some but not all characteristics of a team. Prior research has suggested significant benefits for individuals who work in clearly defined teams, including enhanced well-being, a reduced experience of stress and increased job satisfaction. These differences may be attributed to a greater experience of social support for those employees working in teams.

3 Business Benefit

This study sets out to examine team working within Post Office Branch Offices. Benefits may be considered on two levels; for the individuals within the team and for the organisation as a whole.

Individuals and the Team

The findings will facilitate understanding of how being in a team impacts on work characteristics, which in turn affect individuals within the team in terms of their well-being and job satisfaction. Well-being and job satisfaction are likely to moderate the individuals reaction to stress, thus enhancing the ability to cope with change at work and increasing work pressures.

Organisational

At an organisational level, understanding the impact of being in a team on employees could be used to improve team working, thus improving employee's job satisfaction and well-being. This in turn could reduce absenteeism and turnover. These developments thus have the potential to decrease organisational costs and improve team working, thereby increasing performance and quality of output.

Business benefits are derived from the development of a set of focused and practical recommendations which will highlight areas for improvement. Recommendations will take the form of highlighting specific areas where attention is required.

4 Methodology

In order to meet the objectives, quantitative data was obtained by means of a postal questionnaire. The survey was sent to individuals at work following consent from Branch Managers. Respondents were given three weeks in which to complete the questionnaire.

Individual questions in the survey relate to distinct scales. Most scales, with the exception of Job Satisfaction have a minimum score of one and a maximum of five; where one is rated

as strongly disagree with the statement and five is strongly agree. The average mean score for each scale is three / neither agree nor disagree. Job satisfaction ranges from one to six; the average therefore is 3.5. When scores are above the mean, it can be interpreted that employees within the Branch Office report more of the dimension being assessed, for example autonomy, and conversely if they score below the mean they are reporting less e.g. autonomy. The tables represent the percentage of favourable responses, for example those employees responding above the mean.

4.1 Quantitative data

The following variables were assessed in this study:

- Team Processes (vision, objectives, participation and support for innovation).
- Job Characteristics (including: work demands, feedback, autonomy, influence, role conflict, job security and role clarity).
- Social support (types from manager, team member and colleagues, amount and satisfaction with support types).
- Outcome measures (including: performance, organisational commitment, job satisfaction and individual well-being).

5 Findings

5.1 Response rate & Demographics

A postal survey was distributed within Branch Office X, which consists of 25 employees. 20 individuals responded, a response rate of 80%.

Work related demographics are as follows:

- No of employees who work part time
- No of employees who work full time
- Contracted hours
- Hours worked over contract
- No of years working for the Post Office
- No of years in current role

5.2 Team or Quasi team?

X Branch Office team consists of 25 employees, of which 20 responded to the questionnaire. Of this 20, 50% reported to work in a team and 50% in a quasi team.

5.3 Work Characteristics

This section describes trends in the data relating to employees experiences of their work.

- **Work demands:** the extent to which individuals feel they have the time and resources to perform their jobs properly.
- **Feedback:** the employees understanding of their work performance.

- **Role clarity:** the extent to which individuals are clear about the requirements of their work role.
- **Role conflict:** the extent to which individual receive conflicting instructions from others regarding their own work requirements.
- **Job security:** how permanent an employee feels in their role.
- **Influence:** participation in the workplace and the extent to which individual employees are consulted or asked for their opinions before decisions are made.
- **Autonomy:** the degree to which the job provides substantial freedom and independence regarding the scheduling of work and procedures used.

The results illustrate that Branch Office X employees report significantly greater autonomy at work, than the sample norm. Clarity of role was also better, and conflict within the role less in Branch Office X compared to its counterparts.

| | Branch Office X | Norm | Difference |
|---------------|-----------------|------|------------|
| Work Demands | 84% | 80% | + 4 % |
| Feedback | 62 % | 70 % | - 8 % |
| Role Clarity | 88 % | 80 % | + 8 % |
| Role Conflict | 62 % | 68 % | - 6 % |
| Job Security | 54 % | 60 % | - 6 % |
| Influence | 76 % | 74 % | + 2 % |
| Autonomy | 92 % | 82 % | + 10 % |

Figure 1.

5.4 Team Working

Team working within the Branch Office will be reviewed in this section, focusing on the following four dimensions: participation, support for innovation, vision, and objectives.

- **Participation:** perceptions of how information is shared, influence over decision-making and frequency of interaction.
- **Support for innovation:** the capacity of team to encourage and provide practical support and improved ways of doing things.
- **Vision:** the extent to which team members feel their team objectives are clear. Worthwhile and shared by all members of the team.
- **Commitment to excellence:** team members concern for excellence and task performance.

| | Branch Office X | Norm | Difference |
|------------------------|-----------------|------|------------|
| Participation | 64 % | 70 % | - 6 % |
| Support for innovation | 44 % | 40 % | + 4 % |
| Vision | 80 % | 72 % | + 8 % |
| Commit to excellence | 78 % | 70 % | + 8 % |

Figure 2.

5.4 Social Support

Social support is the degree to which an individual's need for affection, approval, belonging and security are met by significant others.

Social support was measured from three sources; manager, team members and colleagues. Each of these support types and sources has potential to impact on individuals in differing ways and thus can affect outcomes for the team and organisation as a whole. Seven types of social support were considered, these are:

- **Task appreciation:** people who acknowledge your efforts and express appreciation for the work you do
- **Task challenge:** people who challenge your way of thinking about your work in order to stretch you, and lead you to greater creativity, enthusiasm and involvement in your work
- **Practical assistance:** people who provide you with practical assistance, such as pitching in to help you do something that needed to be do
- **Reality check:** people who are similar to you – see things the way you do – who help you confirm your perceptions and perspectives of the world and help you keep things in focus
- **Emotional support:** people who comfort you and indicate that they are on your side and care for you
- **Emotional challenge:** people who encourage you to re-evaluate your attitudes, values and feelings
- **Listening support:** people who listen to you with interest and understanding: who let you talk/let off steam without giving advice or being judgmental

| | Branch Office X | Norm | Difference |
|----------------------|-----------------|------|------------|
| Manager support | 86 % | 82 % | + 4 % |
| Team support | 80 % | 76 % | + 4 % |
| Colleague support | 64 % | 68 % | - 4 % |
| Task appreciation | 80 % | 80 % | 0 % |
| Task challenge | 62 % | 64 % | - 2 % |
| Practical assistance | 86 % | 84 % | + 2 % |
| Reality check | 68 % | 72 % | - 4 % |
| Emotional support | 70 % | 64 % | + 6 % |
| Emotional challenge | 60 % | 62 % | - 2 % |
| Listening support | 64 % | 62 % | + 2 % |

Figure 3.

5.5 Outcomes: Job Satisfaction, Well-being, Organisational Commitment

- **Job satisfaction:** the extent to which individuals are satisfied with various aspects of their work, including dimensions such as communication, supervision, pay and co-workers. Please note this measure used a 6-point scale.
- **Well-being:** the extent to which individuals experience good mental and physical health.
- **Organisational commitment:** the extent to which individuals are loyal and dedicated to the organisation.

| | Branch Office X | Norm | Difference |
|------------------|-----------------|------|------------|
| Job satisfaction | 85 % | 72 % | + 13 % |
| Well-being | 70 % | 68 % | + 2 % |
| Org. commitment | 68 % | 70 % | - 2 % |

Figure 4.

5.8 Performance

Performance data has yet to be finalised. The below are examples and are not the finalised performance measures.

| | Branch Office X | Norm | Difference |
|-----------------------|-----------------|------|------------|
| Branch Efficiency | 70 % | 50 % | + 20 % |
| Customer Satisfaction | 60 % | 45 % | + 15 % |

Figure 5.

6 Recommendations

Recommendations will be based on the findings discussed in the report.

Appendix 1.

Copy of the survey

Study Two: Participation Response form sent to Branch Managers

Team Working and Branch Office Performance

Branch Manager Response Form

I am interested in this research project.

Branch Manager: _____

Branch Office: _____

Telephone No: _____

Date(s) & Time(s) of preference to be contacted by research project manager:

Study Two: Prompt letter sent to Branch Managers

<<Date>>

Dear «Title» «Last_name»

RE: Teamwork and Branch Office Performance - Post Office Ltd. Workforce Initiative

Last week you were sent details of a research project, carried out with the endorsement of John Holroyd, Head of Partnering in Personnel Directorate. A small number of select Branch Offices have been approached to participate in this study, which in brief, requires the completion of a short survey by the management team and counter staff.

Participating branch offices will receive an individual branch office profile enabling you to compare your office with other offices in the following areas:

- Team working climate
- Employee job satisfaction
- Employee loyalty and commitment
- Employee work stress

All information provided is totally confidential, reports generated from the research will not identify individual responses and simply summarise the data.

If you would like your branch to participate please return the response slip, or contact me at the number below, as soon as possible. Due to Post Office security, I cannot be provided with Branch telephone numbers. I will therefore be unable to contact you unless I receive the form/phone message, and you will miss out on this exciting opportunity.

If you require any further information or did not receive the original research documents I can be contacted on 0121 687 7673, or alternatively on e-mail: belljfl@aston.ac.uk.

Yours sincerely

Joanna Bell, Project Manager

Study Two: Second Prompt letter sent to Branch Managers

<<Date>>

Dear <<Title>> <<Surname>>

DEADLINE FOR PARTICIPATION EXTENDED

RE: Teamwork and Branch Office Performance - Post Office Ltd. Workforce Initiative

Last month you were sent details of a research project, carried out with the endorsement of John Holroyd, Head of Partnering in Personnel Directorate. A small number of select Branch Offices have been approached to participate in this study, which in brief, requires the completion of a short survey by the management team and counter staff.

Participating branch offices will receive an individual branch office profile enabling you to compare your office with other offices in the following areas:

- Team working climate
- Employee job satisfaction
- Employee loyalty and commitment
- Employee work stress

All information provided is totally confidential, reports generated from the research will not identify individual responses and simply summarise the data.

If you would like your branch to participate please return the response slip, or contact me at the number below, by <<Date>>. Due to Post Office security, I cannot be provided with Branch telephone numbers. I will therefore be unable to contact you unless I receive the form/phone message, and you will miss out on this exciting opportunity.

If you require any further information or did not receive the original research documents I can be contacted on 0870 8772 0321 ext 7673, or alternatively on e-mail: belljfl@aston.ac.uk.

Yours sincerely

Joanna Bell, Project Manager

Study Two: Covering letter send to Branch Managers Participating in Research

<<Date>>

Dear <<Title>> <<Surname>>

RE: Teamwork and Branch Office Performance - Post Office Ltd. Workforce Initiative

As discussed with yourself or a member of your management team please find enclosed your Team working and Branch Office Performance survey. While every care was taken to ensure all employees at your branch received a survey, due to staff changes, database updating etc. it is possible that some staff may not have received a copy. In the event of such an occurrence please contact me at the number below and I will forward additional copies to those staff.

All information you provide is totally confidential. All data will be held at Aston Business School. At no point will Post Office Ltd. have access to individual responses or be able to identify individuals. An ID number is used on the surveys, this is to enable individual prize winners to be contacted.

Instructions on how to complete the questionnaire are given on the cover page. Please return the completed survey using the pre-paid envelope within 3 weeks. Thank you in advance for completing the survey; it will be a valuable contribution to the research and in helping to improve your work conditions. If you require any further information I can be contacted on 0870 872 0321 ext. 7673, or alternatively on e-mail: belljfl@aston.ac.uk

It is intended that all Branch Offices will receive an individual report. However, this is only possible for offices with a response rate of 80%. Data analysis will commence as soon as surveys are returned and I will endeavour to send your report as soon as possible.

Yours sincerely

Joanna Bell, Project Manager

Study Two: Covering letter send to Counter Staff of Participating Branch Offices

<<Date>>

Dear <<Title>> <<Surname>>

RE: Teamwork and Branch Office Performance - Post Office Ltd. Workforce Initiative

With the endorsement of John Holroyd, Head of Partnering in Personnel Directorate, and the support of your Branch Manager the Teamwork and Branch Office Performance research is commencing. This survey is not intended to replace the Employee Opinion Survey, but does cover some of the same issues in more depth. The survey asks for your views about your work, your relationships at work and your general well-being. This information is needed to gain an overall picture of you and your workplace to identify opportunities for improvement.

A select number of branches have been approached to take part in this exciting opportunity to contribute to the research. The results from the survey will be communicated to each Branch in a report detailing Branch outcomes compared to the aggregate of other branches surveyed. These reports will not identify individual responses but will simply summarise the data, thus protecting anonymity and confidentiality.

All information you provide is totally confidential. All data will be held at Aston Business School. At no point will Post Office Ltd. have access to individual responses or be able to identify individuals. An ID number is used on the surveys; this is so that prizewinners can be contacted.

Instructions on how to complete the questionnaire are given on the cover page. Please return the completed survey using the pre-paid envelope within 3 weeks. Thank you in advance for completing the survey; it will be a valuable contribution to the research and in helping to improve your work conditions. If you require any further information I can be contacted on 0870 872 0321 ext. 7673, or alternatively on e-mail: belljfl@aston.ac.uk.

Yours sincerely

Joanna Bell, Project Manager

Study 2: Card detailing Branch Office prize

An opportunity to win a £50 Choice Gift Voucher for you and your team



Illustration removed for copyright restrictions



Team Working and Branch Office Performance.

The enclosed pack contains details of a research project involving a select number of Branches.

All Branch Managers who participate in the research will be eligible for the £50 gift voucher which may be used to buy something for your Branch, or staff as you wish. The voucher will be awarded to the Branch Manager with the greatest percentage of responses from their branch office staff.

Terms & Conditions: 1. Competition open to Branch Managers who participate in the Team Working and Branch Office Performance research. 2. Closing date: 3 May 2002. The winner will be the Branch Manager with the greatest percentage of returns from their Branch Office Staff. 3. The prize is one choice gift voucher with a value of £50. 4. In the event of a tie the winner will be blind selected by a neutral party. 5. There is no cash alternative. 6. Entry implies acceptance with these terms and conditions. 7. The winner will be notified by post, the voucher will be delivered by the 31/5/02. 8. For winners name, send a SSE to: Joanna Bell, Aston Business School, Birmingham, B4 7ET. 9. Project manager's decision is final project manager – Joanna Bell, Aston Business School.

Study 2: Card detailing Individual prize draw

Win a £30 Choice Gift Voucher



Illustration removed for copyright restrictions



Team Working and Branch Office Performance.

Win one of four £30 choice gift vouchers...

How to enter:

Complete the enclosed survey and return in the reply envelope by 20th May.
Winners will be selected at random by a neutral party.

There is also the chance to win the Branch Office prize, of a £50 voucher. This will be awarded to the Branch Office with the greatest response rate. In the event of a tie the winner will be selected at random by a neutral party.

Terms & Conditions: 1.Competition open to staff in participating Branch offices 2.Closing date: 20 May 2002. 3.The prizes are 4 choice gift vouchers with a value of £30 each. 4.The Branch Office prize is 1 £50 choice gift voucher, awarded to the Branch Manager which may be used to buy something for the branch or staff as deemed appropriate. 5. There is no cash alternative. 6. Entry implies acceptance with these terms and conditions 7. The winner will be notified by post, the voucher will be delivered by the 7/6/02. 8. For winners names, send a SAE to: Joanna Bell, Aston Business School, Birmingham, B4 7ET. 9. Project manager's decision is final: project manager – Joanna Bell, Aston Business School.

Study 2: Questionnaire



Team Working and Branch Performance

Post Office Ltd. Workforce Initiative

What is this survey?

This survey is being carried out in conjunction with Aston Business School, Birmingham. It is the second stage of a programme of research that aims to identify supportive relationships at work and their impact on employees' experience of team work, and the effect on performance; thus building on previous work in this area. This study differs from the Employee Opinion Survey as it focuses on particular aspects of your work in detail. It is intended that the research will lead to interventions that make tangible differences regarding how the organisation looks after and manages you, and creates supportive work environments.

If you took part in the first part of this study, thank you for your invaluable contribution. Sections of the questionnaire may look similar to the previous one, however it is crucial that you complete all sections in this current survey as attitudes to work change.

What is covered in this survey?

Section 1: The first section asks about your work.

Section 2: This section asks about your relationships at work, assessing different types of support.

Section 3: This section is concerned with your work group and asks about your manager and the way in which they manage/relate to you.

Section 4: The final section asks about your feelings towards your job and your well-being.

Who will see my answers?

- *The information you give will be treated as totally confidential by the researcher.*
- *Data will be collected, held and analysed at Aston Business School (ABS).*
- An ID number is used because a follow up study of a sub-set of respondents is planned.
- *The organisation will not have access to individual responses.*
- A report will be sent to each department describing aggregated responses. These reports will not identify individual responses and will simply summarise data, thus protecting your anonymity and confidentiality.

How long will it take?

The questionnaire should take 20-30 minutes to complete.

How should I respond?

For the majority of questions you are asked to tick one response which best fits your views. Respond according to your first reaction. Do not spend too long on such questions. The second section requires some thought and may challenge the ways in which you view your work relationships.

**PLEASE READ EVERY QUESTION CAREFULLY
BEFORE RESPONDING AND ANSWER EVERY
QUESTION.**

SECTION 1: About your work

The following questions ask you about your job. Please answer all the questions, ticking the response which best describes the job you do *most of the time*.

1. The following questions assess team working. "Team" refers to the smallest unit in which you work.

a. Do you work as part of a defined work team?
 Yes No **If no, please move to question 2**

b. Does your team have clear team objectives?
 Yes No

c. Do you frequently work with other team members to achieve these team objectives?
 Yes No

d. Are there different roles for team members within this team?
 Yes No

e. Is your team recognised by others in the business unit as a clearly defined team?
 Yes No

f. How long have you worked in your current team?
 _____ (yrs) _____ (months)

g. How many people including yourself work in your team?

2. The following questions concern the amount of choice you have in your job.

To what extent do you:

| | Not at all | Just a little | Moderate amount | Quite a lot | A great deal |
|---------------------------------------------------------------|------------|---------------|-----------------|-------------|--------------|
| a. Determine the methods and procedures you use in your work? | | | | | |
| b. Choose what work you will carry out? | | | | | |
| c. Decide when to take a break? | | | | | |
| d. Vary how you do your work? | | | | | |
| e. Plan your own work? | | | | | |
| f. Carry out your work in the way you think best? | | | | | |

3. The following statements concern the information you get about your work performance.

| | Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree |
|------------------------------------------------------------------------------------------------|----------------|-------|----------------------------|----------|-------------------|
| a. I usually know whether or not my work is satisfactory for this job. | | | | | |
| b. I often have trouble figuring out whether I'm doing well or poorly on this job. | | | | | |
| c. Most people I work with have a pretty good idea of how well they are performing their work. | | | | | |
| d. Most people I work with have trouble figuring out whether they are doing a good or bad job. | | | | | |

4. Please indicate the extent to which you agree with the following statements about your business unit

| | Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree |
|----------------------------------------------------------------------------------------------------------------------|----------------|-------|----------------------------|----------|-------------------|
| a. I am quite proud to be able to tell people I work for Post Office Ltd. | | | | | |
| b. I sometimes feel like leaving Post Office Ltd. for good. | | | | | |
| c. I'm not willing to put myself out just to help Post Office Ltd. | | | | | |
| d. Even if Post Office Ltd. were not doing too well financially, I would be reluctant to change to another employer. | | | | | |
| e. I feel myself to be part of Post Office Ltd. | | | | | |
| f. The offer of a bit more money with another employer would not make me seriously think of leaving Post Office Ltd. | | | | | |

5. How true are the following of your job?

| | Not at all | Just a little | Moderate amount | Quite a lot | A great deal |
|-----------------------------------------------------------|------------|---------------|-----------------|-------------|--------------|
| a. I have clear, planned goals and objectives for my job. | | | | | |
| b. I know that I have divided my time properly. | | | | | |
| c. I know what my responsibilities are. | | | | | |
| d. Explanation is clear of what has to be done. | | | | | |
| e. I know exactly what is expected of me. | | | | | |

6. How often do you find yourself meeting the following problems in carrying out your job?

| | Not at all | Just a little | Moderate amount | Quite a lot | A great deal |
|-------------------------------------------------------------------------------------|------------|---------------|-----------------|-------------|--------------|
| a. I do not have enough time to carry out my work. | | | | | |
| b. I cannot meet all the conflicting demands made on my time at work. | | | | | |
| c. I never finish work feeling that I have completed everything I should. | | | | | |
| d. I am asked to do work without adequate resources to complete it. | | | | | |
| e. I cannot follow best practice in the time available. | | | | | |
| f. I am required to do basic tasks which prevent me completing more important ones. | | | | | |

7. How often do you find these issues arising in carrying out your job?

| | Not at all | Just a little | Moderate amount | Quite a lot | A great deal |
|------------------------------------------------------------------------------|------------|---------------|-----------------|-------------|--------------|
| a. I receive conflicting instructions from two or more people. | | | | | |
| b. Colleagues make conflicting demands of me. | | | | | |
| c. Managers make conflicting demands of me. | | | | | |
| d. I do things at work which are accepted by one person, but not by another. | | | | | |

8. The questions below concern the influence you have over decisions at work.

To what extent:

| | Not at all | Just a little | Moderate amount | Quite a lot | A great deal |
|--------------------------------------------------------------------------------------------------|------------|---------------|-----------------|-------------|--------------|
| a. Can you influence what goes on in your work area as a whole? | | | | | |
| b. Does your immediate manager ask for your opinion before making decisions affecting your work? | | | | | |
| c. Do you have the opportunity to contribute to meetings on new work developments? | | | | | |
| d. Are you allowed to participate in decisions which affect you? | | | | | |

9. Thinking about your own employment, how far do you agree with the following statements?

| | Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree |
|--------------------------------------------------------------------------|----------------|-------|----------------------------|----------|-------------------|
| a. If redundancies were announced, I think I would be selected to leave. | | | | | |
| b. I have no worries about the future of my job. | | | | | |
| c. When I think about the future of my job, I feel depressed. | | | | | |
| d. I couldn't care less about job security. | | | | | |
| e. I feel sure my job will continue here for a long time. | | | | | |

10. Please indicate the extent to which you agree with the below statements addressing different aspects of your job.

| | Disagree very much | Disagree moderately | Disagree slightly | Agree slightly | Agree moderately | Agree very much |
|---------------------------------------------------------------------------------|--------------------|---------------------|-------------------|----------------|------------------|-----------------|
| a. I feel I am being paid a fair amount for the work I do. | | | | | | |
| b. There is really too little chance of promotion in my job. | | | | | | |
| c. My manager is quite competent at doing his/her job. | | | | | | |
| d. I am not satisfied with the benefits I receive. | | | | | | |
| e. When I do a good job I receive the recognition for it that I should receive. | | | | | | |
| f. Many of our rules and procedures make doing a good job difficult. | | | | | | |

Appendix Six

| | Disagree very much | Disagree moderately | Disagree slightly | Agree slightly | Agree moderately | Agree very much |
|----------------------------------------------------------------------------------------------|-----------------------|------------------------|----------------------|-------------------|---------------------|--------------------|
| g. I like the people I work with. | | | | | | |
| h. I sometimes feel my job is meaningless. | | | | | | |
| i. Communication seems good within this organisation. | | | | | | |
| j. Pay rises are too far and few between. | | | | | | |
| k. Those who do well on the job stand a fair chance of being promoted. | | | | | | |
| l. My manager is unfair to me. | | | | | | |
| m. The benefits we receive are as good as most other organisations offer. | | | | | | |
| n. I do not feel that the work I do is appreciated. | | | | | | |
| o. My efforts to do a good job are seldom blocked by red tape. | | | | | | |
| p. I find I have to work harder at my job because of the incompetence of people I work with. | | | | | | |
| q. I like doing the things I do at work. | | | | | | |
| r. The goals of this organisation are not clear to me. | | | | | | |
| s. I feel unappreciated by the organisation when I think about what they pay me. | | | | | | |
| t. People get ahead as fast here as they do in other places. | | | | | | |
| u. My manager shows too little interest in the feelings of subordinates. | | | | | | |
| v. The benefit package we have is equitable. | | | | | | |
| w. There are few rewards for those who work here. | | | | | | |
| x. I have too much to do at work. | | | | | | |
| y. I like my co-workers. | | | | | | |
| z. I often feel that I do not know what is going on with the organisation. | | | | | | |
| aa. I feel a sense of pride in doing my job. | | | | | | |
| bb. I feel satisfied with my chances for salary increases. | | | | | | |
| cc. There are benefits we do not have which we should have. | | | | | | |
| dd. I like my manager. | | | | | | |
| ee. I have too much paperwork. | | | | | | |
| ff. I don't feel my efforts are rewarded the way they should be. | | | | | | |
| gg. I am satisfied with my chances for promotion. | | | | | | |
| hh. There is too much bickering and fighting at work. | | | | | | |
| ii. My job is enjoyable. | | | | | | |
| jj. Work assignments are not fully explained. | | | | | | |

Please go to Section 2

SECTION 2: Interactions at Work

The following section explores different types of support. It is important to distinguish between the different types as each impact on individuals and their work environment in a unique way. Understanding of these differences is needed for implementing changes to improve your work environment.

- Please read each definition of support and respond to the questions that follow.
- The following codes are used to distinguish people in your work environment who may provide you with support.

| | |
|----------------------------|----------------------------------------------------------------|
| Manager (M) | Your line / direct manager |
| Team member (T) | If you indicated that you work in a team: a fellow team member |
| Other Colleague (C) | Any other person at work <i>not</i> covered in the above |

- You need to think about support in global terms not individual, e.g. the support you receive from your team as a whole not individuals within the team.

Support that others provide YOU with at work.

A) People who acknowledge your efforts and express appreciation for the work you do.

| | | None | Just a little | Moderate Amount | Quite a lot | A great deal |
|----------------------------------------------------------------------------------------------------------------------|----------|-------------------|---------------|------------------------------------|-------------|----------------|
| 1. How much of the above support do you receive from each type of person at work? | M | | | | | |
| | T | | | | | |
| | C | | | | | |
| | | Very dissatisfied | Dissatisfied | Neither satisfied nor dissatisfied | Satisfied | Very Satisfied |
| 2. How satisfied are you with the overall quality of the above support you receive from each type of person at work? | M | | | | | |
| | T | | | | | |
| | C | | | | | |

B) People who challenge your way of thinking about your work in order to stretch you, motivate you, and lead you to greater creativity, enthusiasm and involvement in your work.

| | | None | Just a little | Moderate Amount | Quite a lot | A great deal |
|----------------------------------------------------------------------------------------------------------------------|----------|-------------------|---------------|------------------------------------|-------------|----------------|
| 1. How much of the above support do you receive from each type of person at work? | M | | | | | |
| | T | | | | | |
| | C | | | | | |
| | | Very dissatisfied | Dissatisfied | Neither satisfied nor dissatisfied | Satisfied | Very Satisfied |
| 2. How satisfied are you with the overall quality of the above support you receive from each type of person at work? | M | | | | | |
| | T | | | | | |
| | C | | | | | |

C) People who provide you with practical assistance such as pitching in to help you with a task that needed to be done.

| | | None | Just a little | Moderate Amount | Quite a lot | A great deal |
|----------------------------------------------------------------------------------------------------------------------|----------|-------------------|---------------|------------------------------------|-------------|----------------|
| 1. How much of the above support do you receive from each type of person at work? | M | | | | | |
| | T | | | | | |
| | C | | | | | |
| | | Very dissatisfied | Dissatisfied | Neither satisfied nor dissatisfied | Satisfied | Very Satisfied |
| 2. How satisfied are you with the overall quality of the above support you receive from each type of person at work? | M | | | | | |
| | T | | | | | |
| | C | | | | | |

D) People who are similar to you – see things the way you do – who help you confirm your perceptions and perspectives of the world and help you keep things in focus.

| | | None | Just a little | Moderate Amount | Quite a lot | A great deal |
|---------------------------------------------------------------------------------------------------------------------|----------|-------------------|---------------|------------------------------------|-------------|----------------|
| 1.How much of the above support do you receive from each type of person at work? | M | | | | | |
| | T | | | | | |
| | C | | | | | |
| | | Very dissatisfied | Dissatisfied | Neither satisfied nor dissatisfied | Satisfied | Very Satisfied |
| 2.How satisfied are you with the overall quality of the above support you receive from each type of person at work? | M | | | | | |
| | T | | | | | |
| | C | | | | | |

E) People who comfort you and indicate to you that they are on your side and care for you.

| | | None | Just a little | Moderate Amount | Quite a lot | A great deal |
|---------------------------------------------------------------------------------------------------------------------|----------|-------------------|---------------|------------------------------------|-------------|----------------|
| 1.How much of the above support do you receive from each type of person at work? | M | | | | | |
| | T | | | | | |
| | C | | | | | |
| | | Very dissatisfied | Dissatisfied | Neither satisfied nor dissatisfied | Satisfied | Very Satisfied |
| 2.How satisfied are you with the overall quality of the above support you receive from each type of person at work? | M | | | | | |
| | T | | | | | |
| | C | | | | | |

F) People who encourage you to re-evaluate your attitudes, values and feelings.

| | | None | Just a little | Moderate Amount | Quite a lot | A great deal |
|---------------------------------------------------------------------------------------------------------------------|----------|-------------------|---------------|------------------------------------|-------------|----------------|
| 1.How much of the above support do you receive from each type of person at work? | M | | | | | |
| | T | | | | | |
| | C | | | | | |
| | | Very dissatisfied | Dissatisfied | Neither satisfied nor dissatisfied | Satisfied | Very Satisfied |
| 2.How satisfied are you with the overall quality of the above support you receive from each type of person at work? | M | | | | | |
| | T | | | | | |
| | C | | | | | |

G) People who listen to you with interest and understanding: who let you talk/let off steam without giving advice or being judgemental.

| | | None | Just a little | Moderate Amount | Quite a lot | A great deal |
|---------------------------------------------------------------------------------------------------------------------|----------|-------------------|---------------|------------------------------------|-------------|----------------|
| 1.How much of the above support do you receive from each type of person at work? | M | | | | | |
| | T | | | | | |
| | C | | | | | |
| | | Very dissatisfied | Dissatisfied | Neither satisfied nor dissatisfied | Satisfied | Very Satisfied |
| 2.How satisfied are you with the overall quality of the above support you receive from each type of person at work? | M | | | | | |
| | T | | | | | |
| | C | | | | | |

Please go to section 3

SECTION 3: Working together

“Team” refers to the smallest unit in which you work.

| 1. Participation in the team | | Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree |
|---------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|-------------------|----------|----------------------------|-------|----------------|
| This part concerns how much participation there is in your team. Please tick the most appropriate response to you for each question. | | | | | | |
| | To what extent do you agree with the following? | | | | | |
| a. | We share information generally in the team rather than keeping it to ourselves. | | | | | |
| b. | The team always functions to the best of its capability. | | | | | |
| c. | We have a "we are in it together" attitude. | | | | | |
| d. | We all influence each other. | | | | | |
| e. | People keep each other informed about work-related issues in the team. | | | | | |
| f. | People feel understood and accepted by each other. | | | | | |
| g. | People in the team never feel tense with one another. | | | | | |
| h. | Everyone's view is listened to even if it is in a minority. | | | | | |
| i. | There are real attempts to share information throughout the team. | | | | | |
| j. | We keep in regular contact with each other. | | | | | |
| k. | We interact frequently. | | | | | |
| l. | Being part of this team is the most important thing at work for team members. | | | | | |
| m. | There is a lot of give and take. | | | | | |
| n. | We keep in touch with each other as a team. | | | | | |
| o. | Members of the team meet frequently to talk both formally and informally. | | | | | |

2. Team Objectives

The following statements concern your understanding of your team's objectives. Tick the appropriate box to indicate how far each statement describes your team.

| | Not at all | Somewhat | Completely |
|------------------------------------------------------------------------------------------------------------|------------|----------|------------|
| a. How clear are you about what your team's objectives are? | | | |
| b. To what extent do you think your team's objectives are useful and appropriate? | | | |
| c. How far are you in agreement with these objectives? | | | |
| d. To what extent do you think other team members agree with these objectives? | | | |
| e. To what extent do you think your team's objectives are clearly understood by other members of the team? | | | |
| f. To what extent do you think your team's objectives can actually be achieved? | | | |
| g. How worthwhile do you think these objectives are to you? | | | |
| h. How worthwhile do you think these objectives are to Post Office Ltd? | | | |
| i. How worthwhile do you think these objectives are to the wider society? | | | |
| j. To what extent do you think these objectives are realistic and can be attained? | | | |
| k. To what extent do you think members of your team are committed to these objectives | | | |

3. Task Style

The questions below concern how you feel the team monitors and appraises the work it does. Consider to what extent each of the following questions describes your team. Please tick the box under the response which you think best describes your team.

| | To a very little extent | To some extent | To a very great extent |
|------------------------------------------------------------------------------------------------------------------------------|-------------------------|----------------|------------------------|
| a. Do your team colleagues provide useful ideas and practical help to enable you to do the job to the best of your ability? | | | |
| b. Do you and your colleagues monitor each other so as to maintain a higher standard of work? | | | |
| c. Are team members prepared to question the basis of what the team is doing? | | | |
| d. Does the team critically appraise potential weaknesses in what it is doing in order to achieve the best possible outcome? | | | |
| e. Do members of the team build on each other's ideas in order to achieve the highest possible standards of performance? | | | |
| f. Is there a real concern among team members that team should achieve the highest standards of performance? | | | |
| g. Does the team have clear criteria which members try to meet in order to achieve excellence as a team? | | | |

4. Support for new ideas

This part deals with attitudes towards change in your team. Please indicate how strongly you agree or disagree with each of the following statements as a description of your team by ticking the appropriate box.

| To what extent do you agree with the following? | Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly Agree |
|---------------------------------------------------------------------------------------------|-------------------|----------|----------------------------|-------|----------------|
| a. This team is always moving toward the development of new answers. | | | | | |
| b. Assistance in developing new ideas is readily available. | | | | | |
| c. This team is open and responsive to change. | | | | | |
| d. The team is significantly better than any other in its field. | | | | | |
| e. People in this team are always searching for fresh, new ways of looking at problems. | | | | | |
| f. In this team we take the time needed to develop new ideas. | | | | | |
| g. People in the team co-operate in order to help develop and apply new ideas. | | | | | |
| h. There are consistently harmonious relationships between people in the team. | | | | | |
| i. Members of the team provide and share resources to help in the application of new ideas. | | | | | |
| j. Team members provide practical support for new ideas and their application. | | | | | |
| k. The teams consistently achieves the highest targets with ease. | | | | | |

5. The following questions assess team working. "Team" refers to the smallest unit in which you work.

| To what extent: | Not at all | A little | Quite a lot | A great deal |
|--------------------------------------------------------------------------------------|------------|----------|-------------|--------------|
| a. Do you work as part of a defined work team? | | | | |
| b. Does your team have clear team objectives? | | | | |
| c. Do you frequently work with other team members to achieve these team objectives? | | | | |
| d. Are there different roles for team members within this team? | | | | |
| e. Is your team recognised by others in the business unit as a clearly defined team? | | | | |

6. How many times within the last month did the team meet formally? _____ times.

7. On average how long did these meetings last?
- | | |
|-------------------|--------------------------|
| 30 minutes | <input type="checkbox"/> |
| 1 hour | <input type="checkbox"/> |
| 1½ hours | <input type="checkbox"/> |
| 2 hours | <input type="checkbox"/> |
| more than 2 hours | <input type="checkbox"/> |

8. Do you have an agenda for these meetings?
- | | |
|-----|--------------------------|
| Yes | <input type="checkbox"/> |
| No | <input type="checkbox"/> |

9. Who chairs the meeting (please use job title)? _____

10. a. How often do you see anyone from work socially?

- | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Not at all | Just a little | Moderate amount | Quite a lot | A great deal |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

b. Generally speaking who attends these gatherings? e.g. other counter staff/managers / colleagues?

11. Presenting Feedback: to what extent does your line manager:

| | Not at all | Just a little | Moderate amount | Quite a lot | A great deal |
|---------------------------------------------------------------------------------------------------------------------------------------------|------------|---------------|-----------------|-------------|--------------|
| a. Identify the positive aspects of another person's performance and accomplishments and reinforce these with compliments and encouragement | | | | | |
| b. Discuss negative behaviour objectively by reviewing guidelines and current standards | | | | | |
| c. Present feedback in a helpful manner and with a workable plan for improvement if required | | | | | |
| d. Ask others to evaluate themselves | | | | | |
| e. When presenting feedback to others, protect their self-esteem | | | | | |

12. The following statements concern interactions at work.

My manager:

| | Not at all | Just a little | Moderate amount | Quite a lot | A great deal |
|--------------------------------------------------------------------------------------------------|------------|---------------|-----------------|-------------|--------------|
| a. Allows me to participate in decisions that affect me. | | | | | |
| b. Willingly shares his/her knowledge & expertise with me. | | | | | |
| c. Is readily accessible if I need to discuss a problem or particular issue. | | | | | |
| d. Provides coaching and guidance on ways to improve my effectiveness. | | | | | |
| e. Follows through on his/her commitments. | | | | | |
| f. Empowers me to make decisions on my own. | | | | | |
| g. Treats me fairly and with respect. | | | | | |
| h. Treats team members fairly regardless of race, religion, gender or national origin. | | | | | |
| i. Adheres to the same standards she/he communicates to me. | | | | | |
| j. Is sensitive to my personal needs outside the workplace. | | | | | |
| k. Supports the commitments I make to clients. | | | | | |
| l. Keeps and is prompt for meetings and appointments with me. | | | | | |
| m. Informs me of personal development opportunities and encourages me to take advantage of them. | | | | | |
| n. Values the contribution of all individuals regardless of level. | | | | | |
| o. Requests and acts on feedback about ways to improve his/her effectiveness. | | | | | |
| p. Encourages and utilises my input when setting my objectives | | | | | |

13. The following statements concern practical and task orientated activities.

My manager:

| | Not at all | Just a little | Moderate amount | Quite a lot | A great deal |
|-------------------------------------------------------------------------------------|------------|---------------|-----------------|-------------|--------------|
| a. Encourages and accepts points of view that differ from his/her own. | | | | | |
| b. Takes steps to resolve conflict and disagreement within the team. | | | | | |
| c. Utilises my expertise where appropriate. | | | | | |
| d. Regularly challenges me to continuously improve my effectiveness. | | | | | |
| e. Encourages and facilitates team work and collaboration. | | | | | |
| f. Rallies members of my team around a common goal. | | | | | |
| g. Clearly states his/her expectations regarding our team's performance. | | | | | |
| h. Gives me all the relevant information necessary to effectively do my job. | | | | | |
| i. Provides timely, specific feedback on my performance. | | | | | |
| j. Makes me feel like a valued member of the team. | | | | | |
| k. Lets me know when I have done a good job. | | | | | |
| l. Encourages open and honest communication among my team members. | | | | | |
| m. Encourages me to use creative and innovative ways to satisfy the client. | | | | | |
| n. Assists me in obtaining the necessary resources to effectively do my job. | | | | | |
| o. Demonstrates a strong commitment to client satisfaction with day-to-day actions. | | | | | |
| p. Regularly stresses the importance of quality and continuous improvement. | | | | | |
| q. Utilises the diverse knowledge, skills and abilities of my team members. | | | | | |

Please go to Section 4 – the final section

SECTION 4: Work and Well-Being

Previous sections have asked about your work and relationships at work. In order to understand the impact these have on you, the following questions ask you about your general well-being.

| 1. How have you been feeling recently i.e. over the past 4 weeks? | | Not at all | Only occasionally | Quite often | Much of the time | Almost all of the time |
|--------------------------------------------------------------------------|----------------------------------------|---------------|----------------------|-------------|---------------------|---------------------------|
| a. | I have felt anxious. | | | | | |
| b. | I have felt depressed. | | | | | |
| c. | I have felt positive. | | | | | |
| d. | I have felt irritable. | | | | | |
| e. | I have felt energetic. | | | | | |
| f. | I have felt overwhelmed by everything. | | | | | |
| g. | I have felt awake and alert. | | | | | |
| h. | I have felt enthusiastic. | | | | | |
| i. | I have felt at ease. | | | | | |
| j. | I have felt like giving up. | | | | | |

Background Details

It is important that we know some background details. This will enable us to compare the experiences and views of different groups of employees.

1. About your job

a. Length of time in your current role: _____ (yrs) _____ (months)

c. Length of time in the organisation: _____ (yrs) _____ (months)

d. Type of contract: (tick)
 Part-time
 Full-time

e. Contracted hours (per week): _____

f. On average how many hours per week do you regularly work over your contracted hours?

2. About you (optional)

| | | | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Are you: (tick)</p> <p>Male <input type="checkbox"/> Female <input type="checkbox"/></p> | <p>Age:</p> <p>_____ (yrs)</p> | <p>Are you: (tick)</p> <p>Single <input type="checkbox"/> Living with partner/married <input type="checkbox"/> Separated/divorced/widowed <input type="checkbox"/></p> | | |
| <p>I would describe my ethnic group as: (tick)</p> <table style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;"> <p>White</p> <p>British <input type="checkbox"/> Irish <input type="checkbox"/> Other white background <input type="checkbox"/></p> <p>Mixed</p> <p>White & Black Caribbean <input type="checkbox"/> White & Black African <input type="checkbox"/> White & Asian <input type="checkbox"/> Any other mixed background <input type="checkbox"/></p> <p>Any other ethnic background: _____</p> </td> <td style="width: 50%; vertical-align: top;"> <p>Black/ Black British</p> <p>Caribbean <input type="checkbox"/> African <input type="checkbox"/> Any other Black background <input type="checkbox"/></p> <p>Asian/Asian British</p> <p>Indian <input type="checkbox"/> Pakistani <input type="checkbox"/> Bangladeshi <input type="checkbox"/> Any other Asian background <input type="checkbox"/></p> </td> </tr> </table> | | | <p>White</p> <p>British <input type="checkbox"/> Irish <input type="checkbox"/> Other white background <input type="checkbox"/></p> <p>Mixed</p> <p>White & Black Caribbean <input type="checkbox"/> White & Black African <input type="checkbox"/> White & Asian <input type="checkbox"/> Any other mixed background <input type="checkbox"/></p> <p>Any other ethnic background: _____</p> | <p>Black/ Black British</p> <p>Caribbean <input type="checkbox"/> African <input type="checkbox"/> Any other Black background <input type="checkbox"/></p> <p>Asian/Asian British</p> <p>Indian <input type="checkbox"/> Pakistani <input type="checkbox"/> Bangladeshi <input type="checkbox"/> Any other Asian background <input type="checkbox"/></p> |
| <p>White</p> <p>British <input type="checkbox"/> Irish <input type="checkbox"/> Other white background <input type="checkbox"/></p> <p>Mixed</p> <p>White & Black Caribbean <input type="checkbox"/> White & Black African <input type="checkbox"/> White & Asian <input type="checkbox"/> Any other mixed background <input type="checkbox"/></p> <p>Any other ethnic background: _____</p> | <p>Black/ Black British</p> <p>Caribbean <input type="checkbox"/> African <input type="checkbox"/> Any other Black background <input type="checkbox"/></p> <p>Asian/Asian British</p> <p>Indian <input type="checkbox"/> Pakistani <input type="checkbox"/> Bangladeshi <input type="checkbox"/> Any other Asian background <input type="checkbox"/></p> | | | |
| <p>Nationality: (Country of birth): _____</p> | | | | |
| <p>Academic Education: (Please give the highest level of qualification you have achieved, e.g. O' levels) _____</p> | | | | |
| <p>Work Related Qualifications: _____</p> | | | | |

**Thank you for completing this questionnaire.
 It will be a valuable contribution to our study. Please turn over.**

Many thanks for completing this questionnaire.

**Please check that you have answered all the questions and return
in the pre-paid envelope within the next 3 weeks.**

What changes/ interventions could be introduced that would effectively increase the supportiveness of your work environment? What impact would this have on you? If you have any comments you would like to make please use this space.

ID

Joanna Bell, Organisation Studies, Aston Business School, Aston Triangle, Birmingham, B4 7ET.

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Study Two: Response Prompt Card sent to Branch Managers



Team Working and Branch Office Performance

Post Office Ltd. Workforce Initiative

I recently contacted you with a survey relating to the above research project that is being conducted by Aston Business School. I would like to thank those of you who have already returned their survey. If you are still in the process of completing it, I do value your contribution and look forward to hearing from you shortly. To qualify for the prize draw (individual and Branch) entries must arrive before 20th May 2002.

Given the usual problems with distributing large numbers of surveys, it is very possible that you did not receive one or perhaps you have misplaced your copy. If this is the case, please call 0870 872 0321 ext. 7673, leaving your name and Branch Office and a new survey pack will be sent to you shortly.

Thank you for your time. Your input will make a valuable contribution to the research.

J. F. L. Bell, Organisation Studies, Aston Business School, Aston Triangle, Birmingham, B4 7ET

Study Two: Response Prompt Card sent to Branch Managers



Team Working and Branch Office Performance

Post Office Ltd. Workforce Initiative

I recently contacted you with a survey relating to the above research project that is being conducted by Aston Business School, with the support of your Branch Manager. I would like to thank those of you who have already returned their survey. If you are still in the process of completing it, I do value your contribution and look forward to hearing from you shortly. To qualify for the prize draw (individual and Branch) entries must arrive before 20th May 2002.

Given the usual problems with distributing large numbers of surveys, it is very possible that you did not receive one or perhaps you have misplaced your copy. If this is the case, please call 0870 872 0321 ext. 7673, leaving your name and Branch Office and a new survey pack will be sent to you shortly.

Thank you for your time. Your input will make a valuable contribution to the research.

J. F. L. Bell, Organisation Studies, Aston Business School, Aston Triangle, Birmingham, B4 7ET

Study two: Sufficient responses received letter sent to Branch Managers

<<Date>>

Dear <<Title>> <<Surname>>

**RE: Teamwork and Branch Office Performance - Post Office Ltd.
Workforce Initiative**

I am writing to inform you that I have received sufficient responses from your branch office to enable me to produce your individual branch report.

Data analysis will commence shortly and I will endeavour to send your report as soon as possible.

Many thanks to you and your colleagues for your support in this research.

Yours sincerely



Joanna Bell, Project Manager

Study two: Insufficient responses letter sent to Branch Managers

<<Date>>

Dear <<Title>> <<Surname>>

**RE: Teamwork and Branch Office Performance - Post Office Ltd.
Workforce Initiative**

I am writing to regretfully inform you that I received an insufficient number of responses from your branch office to enable me to produce your individual branch report.

A percentage response limit was set per branch to enable the appropriate analysis to be performed. As your branch response rate fell below this limit any analysis carried out would not be representative of your branch and may therefore be misleading. I appreciate that some responses may have been delayed in the post, if sufficient responses are received by <<Date>> I will be able create your individual branch report.

Thank you for your support in this research.

Yours sincerely



Joanna Bell, Project Manager

Study two: £50 Branch Prize Letter sent to one Branch Manager

<<Date>>

Dear <<Title>> <<Surname>>

**RE: Teamwork and Branch Office Performance - Post Office Ltd.
Workforce Initiative**

**Congratulations your Branch Office has won a
£50 Choice Gift Voucher**

Many thanks to you and your Branch for completing the Team Working and Branch Office Performance survey. Your Branch achieved the greatest response rate from Branches surveyed so it is with great pleasure that I enclose your £50 voucher. Your time and contribution to this research have been invaluable.

Best Regards



Joanna Bell

Study two: £30 Individual Prize Letter sent to five respondents

<<Date>>

Dear <<Title>> <<Surname>>

Congratulations you have won a £30 Choice Gift Voucher

**RE: Teamwork and Branch Office Performance - Post Office Ltd.
Workforce Initiative**

Thank you for completing the Team Working and Branch Office Performance survey. Your time and contribution are valuable to this research.

Please find enclosed your gift voucher with my compliments.

Best Regards



Joanna Bell

Regression Analyses

Manager behaviour explaining additional variance beyond that explained by satisfaction with manager support

The following regressions show that manager behaviours do not account for any additional variance in job satisfaction, beyond that explained by satisfaction with manager support.

Table A7.01. Satisfaction with manager support and manager behaviour: fairness

| DV | Job Satisfaction | |
|----|--------------------------------|------|
| 1 | Manager satisfaction | .464 |
| | Change in R² | .215 |
| 2 | IV β : Fairness | .246 |
| | Change in R² | .028 |
| | Sig level | .249 |

Table A7.02. Satisfaction with manager support and manager behaviour: participation

| DV | Job Satisfaction | |
|----|--------------------------------|------|
| 1 | Manager support | .464 |
| | Change in R² | .215 |
| 2 | IV β : Participation | .017 |
| | Change in R² | .001 |
| | Sig level | .944 |

Table A7.03. Satisfaction with manager support and manager behaviour: feedback

| DV | Job Satisfaction | |
|----|--------------------------------|-------|
| 1 | Manager support | .464 |
| | Change in R² | .215 |
| 2 | IV β : Feedback | -.039 |
| | Change in R² | .003 |
| | Sig level | .867 |

Table A7.04. Satisfaction with manager support and manager behaviour: valuing diversity

| DV | Job Satisfaction | |
|----|--------------------------------|------|
| 1 | Manager support | .464 |
| | Change in R² | .215 |
| 2 | IV β : Valuing diversity | .143 |
| | Change in R² | .003 |
| | Sig level | .493 |

Table A7.05. Satisfaction with manager support and manager behaviour: communication

| DV | Job Satisfaction | |
|----|----------------------------|-------|
| 1 | Manager support | .464 |
| | Change in R ² | .215 |
| 2 | IV β : Communication | -.042 |
| | Change in R ² | .001 |
| | Sig level | .848 |

Table A7.06. Satisfaction with manager support and manager behaviour: customer satisfaction

| DV | Job Satisfaction | |
|----|---------------------------|-------|
| 1 | Manager support | .464 |
| | Change in R ² | .215 |
| 2 | IV β : Customer Sat | -.094 |
| | Change in R ² | .003 |
| | Sig level | .683 |

Table A7.07. Satisfaction with manager support and manager behaviour: creating a team environment

| DV | Job Satisfaction | |
|----|-------------------------------|------|
| 1 | Manager support | .464 |
| | Change in R ² | .215 |
| 2 | IV β : Team environment | .039 |
| | Change in R ² | .001 |
| | Sig level | .865 |

Table A7.08. Satisfaction with manager support and manager behaviour: integrity and respect

| DV | Job Satisfaction | |
|----|--------------------------|------|
| 1 | Manager support | .464 |
| | Change in R ² | .215 |
| 2 | IV β : Integrity | .024 |
| | Change in R ² | .000 |
| | Sig level | .919 |

Table A7.09. Satisfaction with manager support and manager behaviour: coaching

| DV | Job Satisfaction | |
|-----------|----------------------------------------|------|
| 1 | Manager support | .464 |
| | Change in R² | .215 |
| 2 | IV β: Coaching | .020 |
| | Change in R² | .000 |
| | Sig level | .925 |

Table A7.10. Exploratory factor analysis: TCI and teamness.

Oblimin with Kaiser normalisation rotated factor loading for a X factor solution of (PAF)

Extraction Method: Principal Axis Factoring. Rotation Method: a Rotation converged in 16 iterations.

| Item | Factor 1 | Factor 2 | Factor 3 | Factor 4 | Factor 5 | Factor 6 | Factor 7 | Factor 8 |
|---------------|-------------|-------------|-------------|--------------|--------------|-------------|--------------|--------------|
| Teamla | .151 | -.116 | .816 | .041 | -.074 | -.028 | -.005 | -.049 |
| Teamlb | -.009 | .111 | .701 | -.009 | -.063 | -.063 | -.147 | -.135 |
| Teamlc | -.073 | .046 | .649 | -.004 | -.025 | .164 | -.005 | -.029 |
| Teamld | -.095 | .100 | .272 | -.041 | -.100 | .225 | .110 | .072 |
| Teamle | .065 | -.014 | .759 | -.082 | .014 | -.075 | .015 | .083 |
| PPNB | .654 | -.000 | .059 | -.048 | -.013 | .063 | -.082 | .012 |
| PPNC | .744 | -.074 | .127 | -.062 | -.064 | -.027 | -.124 | -.021 |
| PPND | .264 | -.087 | .073 | -.335 | -.050 | .095 | -.121 | -.121 |
| PPNE | .161 | .004 | -.003 | -.311 | -.014 | .181 | -.110 | -.351 |
| PPNF | .652 | .019 | .010 | -.059 | -.058 | .036 | -.001 | -.237 |
| PPNG | .629 | .185 | .048 | -.085 | .059 | -.005 | .003 | .010 |
| PPNH | .385 | .120 | .073 | -.089 | -.057 | .123 | .056 | -.261 |
| PPNI | .093 | .061 | .060 | -.391 | -.069 | .122 | -.088 | -.400 |
| PPNJ | .024 | .046 | .027 | -.750 | -.021 | -.016 | .024 | -.144 |
| PPNK | .031 | .042 | -.048 | -.776 | -.050 | .064 | -.030 | -.094 |
| PPNL | .402 | .079 | .096 | -.217 | -.108 | .148 | .067 | .015 |
| PPNM | .565 | .091 | .046 | -.279 | -.056 | .036 | .144 | -.031 |
| PPNN | .175 | .017 | .083 | -.665 | -.062 | -.022 | -.038 | -.039 |
| PPNO | -.018 | .033 | .060 | -.764 | -.052 | .016 | .021 | .144 |
| OBJA | -.110 | .261 | .264 | -.114 | .003 | -.023 | -.353 | -.191 |
| OBJB | -.098 | .599 | .166 | -.014 | .030 | .042 | -.175 | -.177 |
| OBJC | -.025 | .579 | .024 | -.102 | .080 | .038 | -.299 | -.145 |
| OBJD | .119 | .344 | .031 | -.057 | -.054 | -.020 | -.502 | .096 |
| OBJE | .091 | .135 | .126 | -.027 | -.138 | -.017 | -.590 | -.060 |
| OBJF | .071 | .661 | -.015 | -.083 | .025 | .131 | -.121 | .075 |
| OBJG | .051 | .757 | -.006 | .025 | -.099 | .007 | .044 | -.093 |
| OBJH | .032 | .661 | .060 | .022 | -.151 | .011 | .006 | -.024 |
| OBJI | .041 | .789 | -.014 | .040 | -.150 | -.059 | .085 | .044 |
| OBJJ | .051 | .680 | .007 | -.095 | .041 | .049 | -.078 | .134 |
| OBJK | .130 | .260 | -.003 | -.032 | -.157 | .118 | -.425 | -.037 |
| STYA | .243 | .072 | -.114 | -.118 | -.383 | .016 | -.083 | -.040 |
| STYB | .033 | .136 | .032 | -.244 | -.504 | -.081 | .086 | .067 |
| STYC | -.027 | .043 | -.093 | -.089 | -.582 | .009 | .085 | -.028 |
| STYD | -.128 | .046 | .092 | -.014 | -.721 | .026 | -.036 | -.049 |
| STYE | .115 | .038 | .070 | .048 | -.612 | .099 | -.044 | -.131 |
| PPNA | .153 | -.014 | .096 | -.160 | -.051 | -.020 | -.029 | -.494 |
| STYF | .108 | -.008 | .100 | -.000 | -.539 | .082 | -.142 | .092 |
| STYG | .049 | .044 | .188 | .023 | -.536 | .069 | -.163 | .031 |
| INNA | .023 | .077 | .124 | -.074 | -.234 | .450 | .102 | .007 |
| INNB | .076 | .204 | .160 | -.013 | .024 | .521 | .169 | -.035 |
| INNC | .218 | -.058 | .063 | .075 | -.245 | .445 | -.033 | -.053 |
| INND | .016 | -.199 | .037 | -.233 | -.090 | .469 | -.221 | .048 |
| INNE | .037 | -.019 | -.018 | -.123 | -.195 | .588 | -.076 | -.058 |
| INNF | .074 | .173 | .100 | -.037 | .025 | .542 | .046 | -.120 |
| INNG | .249 | -.002 | -.053 | .012 | -.239 | .428 | -.078 | -.176 |
| INNH | .472 | .020 | -.056 | .060 | -.052 | .308 | -.082 | .013 |
| INNI | .164 | .070 | -.056 | -.124 | -.148 | .494 | -.047 | -.215 |
| INNJ | .114 | -.001 | -.030 | -.137 | -.163 | .552 | -.086 | -.144 |
| INNK | .145 | .068 | .013 | -.110 | .060 | .491 | -.182 | .273 |
| Eigenvalue | 19.23 | 3.52 | 2.24 | 1.92 | 1.51 | 1.30 | 1.21 | 1.13 |
| % of variance | 39.25 | 7.19 | 4.58 | 3.94 | 3.07 | 2.65 | 2.47 | 3.30 |

Study 2: Results

The relationship between teamness, job satisfaction, well-being, organisational commitment, social support, team functioning and work stressors were explored. In chapter 11 summary tables were provided of the stages involved prior to testing for mediation, and regressions testing for mediation in which variables were entered individually in separate regressions. The following tables provide these results in full. The detailed tables are presented with the corresponding hypotheses.

STAGE I: Exploring the extent to which the unit are a well-defined team:

Climate quality/ Teamness

Hypothesis 6

The greater the extent to which the unit are a team and social support will be mediated by team functioning.

The following tables show the regression results when each variable is entered individually into separate regressions. In each section source of support is followed by type of support.

The mediation tables contain three columns; the first (labelled DV) provides data relating to the direct relationship between team working and the dependent variable. These tables are presented in full in chapter eleven, when presenting hypotheses 1. The second column shows the explanatory variables effect on the mediator, detailed in full in tables presented for hypothesis 4. The final column presents the mediation, specifically: team functioning mediating the relationship between team working and the dependent variable, social support.

Source of support

Table A8.01 Participation mediating the relationship between teamness and manager support

| | DV: Manager support | | | |
|---|----------------------------------|------|----------|------|
| | | DV | Mediator | DV |
| 2 | Mediator β : Participation | | | .543 |
| | Change in R^2 | | | .295 |
| 3 | IV β : Teamness | .412 | .439 | .467 |
| | Change in R^2 | .170 | .193 | .006 |
| | Total R^2 | | | .301 |
| | Sig level | .008 | .005 | .565 |

Participation mediates the relationship between teamness and satisfaction with manager support. Teamness only accounts for an additional 0.6% of the variance in satisfaction with manager support beyond that explained by team functioning participation.

Table A8.02. Innovation mediating the relationship between teamness and manager support

| | DV: Manager support | | | |
|---|-------------------------------|------|----------|------|
| | | DV | Mediator | DV |
| 2 | Mediator β : Innovation | | | .515 |
| | Change in R^2 | | | .265 |
| 3 | IV β : Teamness | .412 | .458 | .101 |
| | Change in R^2 | .170 | .210 | .006 |
| | Total R^2 | | | .271 |
| | Sig level | .008 | .003 | .609 |

Innovation mediates the relationship between teamness and satisfaction with manager support. Teamness only accounts for an additional 0.6% of the variance in satisfaction with manager support beyond that explained by team functioning innovation.

Table A8.03. Commitment to task excellence mediating the relationship between teamness and manager support

| | DV: Manager support | | | |
|---|-------------------------|------|----------|------|
| | | DV | Mediator | DV |
| 2 | Mediator β : Task | | | .464 |
| | Change in R^2 | | | .215 |
| 3 | IV β : Teamness | .412 | .523 | .165 |
| | Change in R^2 | .170 | .273 | .013 |
| | Total R^2 | | | .228 |
| | Sig level | .008 | .001 | .432 |

Commitment to task excellence mediates the relationship between teamness and satisfaction with manager support. Teamness only accounts for an additional 1.3% of the variance in satisfaction with manager support beyond that explained by team functioning commitment to task excellence.

Table A8.04. Participation mediating the relationship between teamness and team support

| | DV: Team support | | | |
|---|----------------------------------|------|----------|------|
| | | DV | Mediator | DV |
| 2 | Mediator β : Participation | | | .655 |
| | Change in R^2 | | | .429 |
| 3 | IV β : Teamness | .434 | .439 | .018 |
| | Change in R^2 | .189 | .193 | .000 |
| | Total R^2 | | | .429 |
| | Sig level | .005 | .005 | .911 |

Participation mediates the relationship between teamness and satisfaction with team support. Teamness does not account for any additional variance in satisfaction with team support beyond that explained by team functioning participation.

Table A8.05. Innovation mediating the relationship between teamness and team support

| | DV: Team support | | | |
|---|-------------------------------|------|----------|------|
| | | DV | Mediator | DV |
| 2 | Mediator β : Innovation | | | .590 |
| | Change in R^2 | | | .384 |
| 3 | IV β : Teamness | .434 | .458 | .042 |
| | Change in R^2 | .189 | .210 | .001 |
| | Total R^2 | | | .349 |
| | Sig level | .005 | .003 | .820 |

Innovation mediates the relationship between teamness and satisfaction with team support. Teamness only accounts for an additional 0.1% of the variance in satisfaction with team support beyond that explained by team functioning innovation.

Table A8.06. Commitment to task excellence mediating the relationship between teamness and team satisfaction support

| | DV: Team Satisfaction | | | |
|---|-------------------------|------|----------|------|
| | | DV | Mediator | DV |
| 2 | Mediator β : Task | | | .509 |
| | Change in R^2 | | | .259 |
| 3 | IV β : Teamness | .434 | .523 | .143 |
| | Change in R^2 | .189 | .273 | .010 |
| | Total R^2 | | | .269 |
| | Sig level | .005 | .001 | .482 |

Commitment to task excellence mediates the relationship between teamness and satisfaction with team support. Teamness only accounts for an additional 1% of the variance in satisfaction with team support beyond that explained by team functioning commitment to task excellence.

Type of support

Table A8.07. Participation mediating the relationship between teamness and TA satisfaction

| | DV: TA Satisfaction | | | |
|---|----------------------------------|------|----------|------|
| | | DV | Mediator | DV |
| 2 | Mediator β : Participation | | | .569 |
| | Change in R^2 | | | .323 |
| 3 | IV β : Teamness | .369 | .439 | .002 |
| | Change in R^2 | .136 | .193 | .000 |
| | Total R^2 | | | .323 |
| | Sig level | .019 | .005 | .609 |

Participation mediates the relationship between teamness and satisfaction with task appreciation. Teamness does not account for any additional variance in satisfaction with task appreciation beyond that explained by team functioning participation.

Table A8.08. Innovation mediating the relationship between teamness and TA satisfaction

| DV: TC Satisfaction | | | | |
|----------------------------|------------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 2 | Mediator β: Innovation | | | .573 |
| | Change in R^2 | | | .328 |
| 3 | IV β: Teamness | .369 | .458 | -.062 |
| | Change in R^2 | .136 | .210 | .002 |
| | Total R^2 | | | .328 |
| | Sig level | .019 | .003 | .745 |

Innovation mediates the relationship between teamness and satisfaction with task appreciation. Teamness only accounts for 0.2% of additional variance in satisfaction with task appreciation beyond that explained by team functioning innovation.

Table A8.09. Commitment to task excellence mediating the relationship between teamness and TA satisfaction

| DV: TA Satisfaction | | | | |
|----------------------------|------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 2 | Mediator β: Task | | | .464 |
| | Change in R^2 | | | .215 |
| 3 | IV β: Teamness | .369 | .523 | .076 |
| | Change in R^2 | .136 | .273 | .003 |
| | Total R^2 | | | .218 |
| | Sig level | .019 | .001 | .718 |

Commitment to task excellence mediates the relationship between teamness and satisfaction with task appreciation. Teamness only accounts for 0.3% of the variance in satisfaction with task appreciation beyond that explained by team functioning commitment to task excellence.

Table A8.10. Participation mediating the relationship between teamness and TC satisfaction

| DV: TC Satisfaction | | | | |
|----------------------------|---------------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 2 | Mediator β: Participation | | | .537 |
| | Change in R^2 | | | .288 |
| 3 | IV β: Teamness | .473 | .439 | .217 |
| | Change in R^2 | .224 | .193 | .027 |
| | Total R^2 | | | .315 |
| | Sig level | .002 | .005 | .213 |

Participation mediates the relationship between teamness and satisfaction with task challenge. Teamness only accounts for 2.7% of the variance in satisfaction with task challenge beyond that explained by team functioning participation.

Table A8.11. Innovation mediating the relationship between teamness and TC satisfaction

| | DV: TC Satisfaction | | | |
|----------|------------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 2 | Mediator β: Innovation | | | .604 |
| | Change in R^2 | | | .36 |
| 3 | IV β: Teamness | .473 | .458 | .099 |
| | Change in R^2 | .224 | .210 | .005 |
| | Total R^2 | | | .370 |
| | Sig level | .002 | .003 | .529 |

Innovation mediates the relationship between teamness and satisfaction with task challenge. Teamness only accounts for 0.5% of the variance in satisfaction with task challenge beyond that explained by team functioning innovation.

Table A8.12. Commitment to task excellence mediating the relationship between teamness and TC satisfaction

| | DV: TC Satisfaction | | | |
|----------|------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 2 | Mediator β: Task | | | .502 |
| | Change in R^2 | | | .252 |
| 3 | IV β: Teamness | .473 | .523 | .234 |
| | Change in R^2 | .224 | .273 | .027 |
| | Total R^2 | | | .278 |
| | Sig level | .002 | .001 | .249 |

Commitment to task excellence mediates the relationship between teamness and satisfaction with task challenge. Teamness only accounts for 2.7% of the variance in satisfaction with task challenge beyond that explained by team functioning commitment to task excellence.

Table A8.13. Participation mediating the relationship between teamness and PA satisfaction

| | DV: PA Satisfaction | | | |
|----------|---------------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 2 | Mediator β: Participation | | | .529 |
| | Change in R^2 | | | .279 |
| 3 | IV β: Teamness | .462 | .439 | .206 |
| | Change in R^2 | .213 | .193 | .025 |
| | Total R^2 | | | .304 |
| | Sig level | .003 | .005 | .259 |

Participation mediates the relationship between teamness and satisfaction with practical assistance. Teamness only accounts for 2.5% of the variance in satisfaction with practical assistance beyond that explained by team functioning participation.

Table A8. 14. Innovation mediating the relationship between teamness and PA satisfaction

| | DV: PA Satisfaction | | | |
|----------|------------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 2 | Mediator β: Innovation | | | .504 |
| | Change in R^2 | | | .254 |
| 3 | IV β: Teamness | .462 | .458 | .214 |
| | Change in R^2 | .213 | .210 | .023 |
| | Total R^2 | | | .277 |
| | Sig level | .003 | .003 | .282 |

Innovation mediates the relationship between teamness and satisfaction with practical assistance. Teamness only accounts for 2.3% of the variance in satisfaction with practical assistance beyond that explained by team functioning innovation.

Table A8. 15. Commitment to task excellence mediating the relationship between teamness and PA satisfaction

| | DV: PA Satisfaction | | | |
|----------|------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 2 | Mediator β: Task | | | .398 |
| | Change in R^2 | | | .159 |
| 3 | IV β: Teamness | .462 | .523 | .362 |
| | Change in R^2 | .213 | .273 | .064 |
| | Total R^2 | | | .223 |
| | Sig level | .003 | .001 | .089 |

Commitment to task excellence mediates the relationship between teamness and satisfaction with practical assistance. Teamness only accounts for 6.4% of the variance in satisfaction with practical assistance beyond that explained by team functioning commitment to task excellence.

Table A8.16. Participation mediating the relationship between teamness and RC satisfaction

| | DV: RC Satisfaction | | | |
|----------|---------------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 2 | Mediator β: Participation | | | .513 |
| | Change in R^2 | | | .282 |
| 3 | IV β: Teamness | .406 | .439 | .108 |
| | Change in R^2 | .165 | .193 | .007 |
| | Total R^2 | | | .289 |
| | Sig level | .009 | .005 | .556 |

Participation mediates the relationship between teamness and satisfaction with reality check. Teamness only accounts for 0.7% of the variance in satisfaction with reality check beyond that explained by team functioning participation.

Table A8.17. Innovation mediating the relationship between teamness and RC satisfaction

| DV: RC Satisfaction | | | | |
|----------------------------|------------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 2 | Mediator β: Innovation | | | .551 |
| | Change in R^2 | | | .304 |
| 3 | IV β: Teamness | .406 | .458 | .040 |
| | Change in R^2 | .165 | .210 | .001 |
| | Total R^2 | | | .305 |
| | Sig level | .009 | .003 | .836 |

Innovation mediates the relationship between teamness and satisfaction with reality check. Teamness only accounts for 0.1% of the variance in satisfaction with reality check beyond that explained by team functioning innovation.

Table A8.18. Commitment to task excellence mediating the relationship between teamness and RC satisfaction

| DV: RC Satisfaction | | | | |
|----------------------------|------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 2 | Mediator β: Task | | | .454 |
| | Change in R^2 | | | .207 |
| 3 | IV β: Teamness | .406 | .523 | .166 |
| | Change in R^2 | .165 | .273 | .013 |
| | Total R^2 | | | .220 |
| | Sig level | .009 | .001 | .431 |

Commitment to task excellence mediates the relationship between teamness and satisfaction with reality check. Teamness only accounts for 1.3% of the variance in satisfaction with reality check beyond that explained by team functioning commitment to task excellence.

Table A8.19. Participation mediating the relationship between teamness and ES satisfaction

| DV: ES Satisfaction | | | | |
|----------------------------|---------------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 2 | Mediator β: Participation | | | .523 |
| | Change in R^2 | | | .273 |
| 3 | IV β: teamness | .387 | .439 | .084 |
| | Change in R^2 | .150 | .193 | .004 |
| | Total R^2 | | | .277 |
| | Sig level | .014 | .005 | .649 |

Participation mediates the relationship between teamness and satisfaction with emotional support. Teamness only accounts for 0.4% of the variance in satisfaction with emotional support beyond that explained by team functioning participation.

Table A8.20. Innovation mediating the relationship between teamness and ES satisfaction

| DV: ES Satisfaction | | | | |
|----------------------------|------------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 2 | Mediator β: Innovation | | | .483 |
| | Change in R^2 | | | .233 |
| 3 | IV β: Teamness | .387 | .458 | .096 |
| | Change in R^2 | .150 | .210 | .005 |
| | Total R^2 | | | .238 |
| | Sig level | .014 | .003 | .636 |

Innovation mediates the relationship between teamness and satisfaction with emotional support. Teamness only accounts for 0.5% of the variance in satisfaction with emotional support beyond that explained by team functioning innovation.

Table A8.21. Commitment to task excellence mediating the relationship between teamness and ES satisfaction

| DV: ES Satisfaction | | | | |
|----------------------------|------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 2 | Mediator β: Task | | | .337 |
| | Change in R^2 | | | .113 |
| 3 | IV β: Teamness | .387 | .523 | .300 |
| | Change in R^2 | .150 | .273 | .044 |
| | Total R^2 | | | .157 |
| | Sig level | .014 | .001 | .174 |

Commitment to task excellence mediates the relationship between teamness and satisfaction with emotional support. Teamness only accounts for 4.4% of the variance in satisfaction with emotional support beyond that explained by team functioning commitment to task excellence.

Table A8.22. Participation mediating the relationship between teamness and EC satisfaction

| DV: EC Satisfaction | | | | |
|----------------------------|---------------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 2 | Mediator β: Participation | | | .496 |
| | Change in R^2 | | | .246 |
| 3 | IV β: Teamness | .408 | .439 | .149 |
| | Change in R^2 | .166 | .193 | .013 |
| | Total R^2 | | | .259 |
| | Sig level | .009 | .005 | .428 |

Participation mediates the relationship between teamness and satisfaction with emotional challenge. Teamness only accounts for 1.3% of the variance in satisfaction with emotional challenge beyond that explained by team functioning participation.

Table A8.23. Innovation mediating the relationship between teamness and EC satisfaction

| DV: EC Satisfaction | | | | |
|----------------------------|------------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 2 | Mediator β: Innovation | | | .485 |
| | Change in R^2 | | | .235 |
| 3 | IV β: Teamness | .408 | .458 | .133 |
| | Change in R^2 | .166 | .210 | .009 |
| | Total R^2 | | | .244 |
| | Sig level | .009 | .003 | .509 |

Innovation mediates the relationship between teamness and satisfaction with emotional challenge. Teamness only accounts for 0.9% of the variance in satisfaction with emotional challenge beyond that explained by team functioning innovation.

Table A8.24. Commitment to task excellence mediating the relationship between teamness and EC satisfaction

| DV: EC Satisfaction | | | | |
|----------------------------|------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 2 | Mediator β: Task | | | .403 |
| | Change in R^2 | | | .163 |
| 3 | IV β: Teamness | .408 | .523 | .244 |
| | Change in R^2 | .166 | .273 | .029 |
| | Total R^2 | | | .192 |
| | Sig level | .009 | .001 | .257 |

Commitment to task excellence mediates the relationship between teamness and satisfaction with emotional challenge. Teamness only accounts for 2.9% of the variance in satisfaction with emotional challenge beyond that explained by team functioning commitment to task excellence.

Table A8.25. Participation mediating the relationship between teamness and LS satisfaction

| DV: LS Satisfaction | | | | |
|----------------------------|---------------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 2 | Mediator β: Participation | | | .493 |
| | Change in R^2 | | | .243 |
| 3 | IV β: Teamness | .343 | .439 | .042 |
| | Change in R^2 | .118 | .193 | .001 |
| | Total R^2 | | | .244 |
| | Sig level | .030 | .005 | .825 |

Participation mediates the relationship between teamness and satisfaction with listening support. Teamness only accounts for 0.1% of the variance in satisfaction with listening support beyond that explained by team functioning participation.

Table A8.26. Innovation mediating the relationship between teamness and LS satisfaction

| | DV: LS Satisfaction | | | |
|----------|------------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 2 | Mediator β: Innovation | | | .429 |
| | Change in R^2 | | | .184 |
| 3 | IV β: Teamness | .343 | .458 | .084 |
| | Change in R^2 | .118 | .210 | .004 |
| | Total R^2 | | | .188 |
| | Sig level | .030 | .003 | .688 |

Innovation mediates the relationship between teamness and satisfaction with listening support. Teamness only accounts for 0.4% of the variance in satisfaction with listening support beyond that explained by team functioning innovation.

Table A8.27. Commitment to task excellence mediating the relationship between teamness and LS satisfaction

| | DV: LS Satisfaction | | | |
|----------|------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 2 | Mediator β: Task | | | .332 |
| | Change in R^2 | | | .110 |
| 3 | IV β: Teamness | .343 | .523 | .217 |
| | Change in R^2 | .118 | .273 | .023 |
| | Total R^2 | | | .133 |
| | Sig level | .030 | .001 | .329 |

Commitment to task excellence mediates the relationship between teamness and satisfaction with listening support. Teamness only accounts for 2.3% of the variance in satisfaction with listening support beyond that explained by team functioning commitment to task excellence.

Hypothesis 7

The relationship between team functioning and outcomes will be mediated by social support.

The regression tables shown in this section reflect stages one and two of the mediation process suggested by Baron and Kenny (1986). Stage one establishes whether there is a direct relationship between the explanatory variables and the dependent variable, in this case a direct effect of social support on the well-being outcomes. Stage two establishes whether there is a direct relationship between the explanatory variables and the mediator variables, in this case a direct relationship between team functioning variables and social support.

Finally the mediation regression are presented where one variable in entered individually into separate regression analyses.

Stage 1: The direct effect of team functioning on job satisfaction

Table A8.28. The direct effect of participation on job satisfaction

| DV | | Job Satisfaction |
|----|--------------------------|------------------|
| 1 | Teamness | .414 |
| | Change in R ² | .172 |
| 2 | IV β: Participation | .424 |
| | Change in R ² | .105 |
| | Sig level | .026 |

Table A8.29. The direct effect of innovation on job satisfaction

| DV | | Job Satisfaction |
|----|--------------------------|------------------|
| 1 | Teamness | .414 |
| | Change in R ² | .172 |
| 2 | IV β: Innovation | .481 |
| | Change in R ² | .118 |
| | Sig level | .008 |

Table A8.30. The direct effect of commitment to task excellence on job satisfaction

| DV | | Job Satisfaction |
|----|--------------------------|------------------|
| 1 | Teamness | .414 |
| | Change in R ² | .172 |
| 2 | IV β: Task | .048 |
| | Change in R ² | .313 |
| | Sig level | .141 |

Participation and innovation predict 10.5% and 11.8% respectively in the variance in job satisfaction, after the effects of teamness have been taken into account. Commitment to task excellence does not predict job satisfaction and will therefore not be included in the mediation analyses.

Stage 2: The direct effect of team functioning on social supportTable A8.31. The direct effect of participation on social support.

| DV | | Satisfaction Manager support | Satisfaction Team support |
|-----------|--------------------------------|-----------------------------------------|--------------------------------------|
| 1 | Teamness | .412 | .434 |
| | Change in R² | .170 | .189 |
| 2 | IV β: Participation | .475 | .643 |
| | Change in R² | .131 | .240 |
| | Sig level | .012 | .000 |

Table A8.32. The direct effect of innovation on social support.

| DV | | Satisfaction Manager support | Satisfaction Team support |
|-----------|--------------------------------|-----------------------------------------|--------------------------------------|
| 1 | Teamness | .412 | .434 |
| | Change in R² | .170 | .189 |
| 2 | IV β: Innovation | .444 | .560 |
| | Change in R² | .101 | .160 |
| | Sig level | .030 | .005 |

Table A8.33. The direct effect of commitment to task excellence on social support.

| DV | | Satisfaction Manager support | Satisfaction Team support |
|-----------|--------------------------------|-----------------------------------------|--------------------------------------|
| 1 | Teamness | .412 | .434 |
| | Change in R² | .170 | .189 |
| 2 | IV β: Task | .346 | .407 |
| | Change in R² | .058 | .081 |
| | Sig level | .103 | .051 |

Participation and innovation predict 13.1% and 10.1% respectively in the variance in satisfaction with manager support and 24% and 16% respectively in the variance of satisfaction with team support, after the effects of teamness have been taken into account. Commitment to task excellence does not predict satisfaction with manager or team support and will therefore not be included in the mediation analyses.

Type of support

Table A8.34. The direct effect of participation on social support

| DV | | Sat TA | Sat TC | Sat PA | Sat RC | Sat ES | Sat EC | Sat LS |
|----|-----------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| 1 | Teamness | .369 | .473 | .462 | .406 | .387 | .408 | .343 |
| | Change R ² | .136 | .224 | .213 | .165 | .150 | .166 | .118 |
| 2 | IV β: Participation | .567 | .396 | .395 | .461 | .468 | .400 | .466 |
| | Change R ² | .187 | .091 | .091 | .123 | .127 | .093 | .126 |
| | Sig level | .003 | .033 | .034 | .016 | .015 | .038 | .018 |

Table A8.35. The direct effect of innovation on social support

| DV | | Sat TA | Sat TC | Sat PA | Sat RC | Sat ES | Sat EC | Sat LS |
|----|-----------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| 1 | Teamness | .369 | .473 | .462 | .406 | .387 | .408 | .343 |
| | Change R ² | .136 | .224 | .213 | .165 | .150 | .166 | .118 |
| 2 | IV β: Innovation | .616 | .535 | .354 | .523 | .416 | .392 | .371 |
| | Change R ² | .193 | .146 | .064 | .140 | .088 | .078 | .070 |
| | Sig level | .002 | .006 | .078 | .010 | .045 | .058 | .082 |

Table A8.36. The direct effect of commitment to task excellence on social support

| DV | | Sat TA | Sat TC | Sat PA | Sat RC | Sat ES | Sat EC | Sat LS |
|----|-----------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| 1 | Teamness | .369 | .473 | .462 | .406 | .387 | .408 | .343 |
| | Change R ² | .136 | .224 | .213 | .165 | .150 | .166 | .118 |
| 2 | IV β: Task | .409 | .334 | .139 | .336 | .122 | .228 | .176 |
| | Change R ² | .082 | .054 | .009 | .055 | .007 | .025 | .015 |
| | Sig level | .057 | .104 | .509 | .115 | .576 | .288 | .426 |

Participation predicted all types of support after controlling for the effect of teamness. Innovation predicted task appreciation, task challenge, reality check and emotional support, it did not predict practical assistance, emotional challenge or listening support after controlling for the effect of teamness. Commitment to task excellence did not predict any of the types of support, this variable will therefore not be used in the mediation analyses.

Mediation
Source of support

Table A8.37. Satisfaction with manager support mediating the relationship between participation and job satisfaction

| DV: Job Satisfaction | | | | |
|-----------------------------|-------------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 1 | Teamness | .414 | .412 | .414 |
| | Change in R² | .172 | .170 | .172 |
| 2 | Mediator β: Manager sat | | .475 | .342 |
| | Change in R² | | .131 | .087 |
| 3 | IV β: Participation | .424 | | .309 |
| | Change in R² | .105 | | .042 |
| | Total R² | .297 | .301 | .300 |
| | Sig level | .026 | .012 | .151 |

Table A8.38. Satisfaction with manager support mediating the relationship between innovation and job satisfaction

| DV: Job Satisfaction | | | | |
|-----------------------------|-------------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 1 | Teamness | .414 | .412 | .414 |
| | Change in R² | .172 | .170 | .172 |
| 2 | Mediator β: Manager sat | | .444 | .342 |
| | Change in R² | | .101 | .087 |
| 3 | IV β: Innovation | .481 | | .366 |
| | Change in R² | .118 | | .042 |
| | Total R² | .290 | .271 | .301 |
| | Sig level | .008 | .030 | .149 |

Table A8.39. Satisfaction with team support mediating the relationship between participation and job satisfaction

| DV: Job Satisfaction | | | | |
|-----------------------------|----------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 1 | Teamness | .414 | .434 | .414 |
| | Change in R² | .172 | .189 | .172 |
| 2 | Mediator β: Team sat | | .643 | .289 |
| | Change in R² | | .240 | .057 |
| 3 | IV β: Participation | .424 | | .394 |
| | Change in R² | .105 | | .048 |
| | Total R² | .297 | .429 | .277 |
| | Sig level | .026 | .000 | .130 |

This relationship is not mediated as the second model is not significant, satisfaction with team support does not account for significant additional variance in job satisfaction beyond that explained by teamness.

Table A8.40. Satisfaction with team support mediating the relationship between innovation and job satisfaction

| | DV: Job Satisfaction | | | |
|---|-----------------------------|------|----------|------|
| | | DV | Mediator | DV |
| 1 | Teamness | .414 | .434 | .414 |
| | Change in R ² | .172 | .189 | .172 |
| 2 | Mediator β : Team sat | .481 | .560 | .289 |
| | Change in R ² | .118 | .160 | .057 |
| 3 | IV β : Innovation | | | .522 |
| | Change in R ² | | | .062 |
| | Total R ² | .290 | .349 | .290 |
| | Sig level | .008 | .005 | .086 |

Again, this relationship is not mediated as the second model is not significant, satisfaction with team support does not account for significant additional variance in job satisfaction beyond that explained by teamness.

Type of support

Table A8.41. Satisfaction with task appreciation mediating the relationship between participation and job satisfaction

| | DV: Job Satisfaction | | | |
|---|----------------------------|------|----------|------|
| | | DV | Mediator | DV |
| 1 | Teamness | .414 | .369 | .414 |
| | Change in R ² | .172 | .136 | .172 |
| 2 | Mediator β : TA sat | | .567 | .381 |
| | Change in R ² | | .187 | .116 |
| 3 | IV β : Participation | .424 | | .245 |
| | Change in R ² | .105 | | .022 |
| | Total R ² | .297 | .323 | .310 |
| | Sig level | .026 | .003 | .288 |

Table A8.42. Satisfaction with task appreciation mediating the relationship between innovation and job satisfaction

| DV: Job Satisfaction | | | | |
|-----------------------------|--------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 1 | Teamness | .414 | .369 | .414 |
| | Change in R² | .172 | .136 | .172 |
| 2 | Mediator β: TA sat | .481 | .616 | .381 |
| | Change in R² | .118 | .193 | .116 |
| 3 | IV β: Innovation | | | .284 |
| | Change in R² | | | .019 |
| | Total R² | .290 | .329 | .306 |
| | Sig level | .008 | .002 | .333 |

Table A8.43. Satisfaction with task challenge mediating the relationship between participation and job satisfaction

| DV: Job Satisfaction | | | | |
|-----------------------------|---------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 1 | Teamness | .414 | .473 | .414 |
| | Change in R² | .172 | .224 | .172 |
| 2 | Mediator β: TC sat | | .396 | .373 |
| | Change in R² | | .091 | .098 |
| 3 | IV β: Participation | .424 | | .297 |
| | Change in R² | .105 | | .040 |
| | Total R² | .297 | .315 | .310 |
| | Sig level | .026 | .033 | .156 |

Table A8.44. Satisfaction with task challenge mediating the relationship between innovation and job satisfaction

| DV: Job Satisfaction | | | | |
|-----------------------------|--------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 1 | Teamness | .414 | .473 | .414 |
| | Change in R² | .172 | .224 | .172 |
| 2 | Mediator β: TC sat | .481 | .535 | .373 |
| | Change in R² | .118 | .146 | .098 |
| 3 | IV β: Innovation | | | .341 |
| | Change in R² | | | .030 |
| | Total R² | .290 | .370 | .300 |
| | Sig level | .008 | .006 | .225 |

Table A8.45. Satisfaction with practical assistance mediating the relationship between participation and job satisfaction

| DV: Job Satisfaction | | | | |
|-----------------------------|---------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 1 | Teamness | .414 | .462 | .414 |
| | Change in R² | .172 | .213 | .172 |
| 2 | Mediator β: PA sat | | .395 | .301 |
| | Change in R² | | .091 | .061 |
| 3 | IV β: Participation | .424 | | .352 |
| | Change in R² | .105 | | .052 |
| | Total R² | .297 | .214 | .284 |
| | Sig level | .026 | .034 | .115 |

This relationship is not mediated as the second model is not significant, satisfaction with practical assistance does not account for significant additional variance in job satisfaction beyond that explained by teamness.

Table A8.46. Satisfaction with reality check mediating the relationship between participation and job satisfaction

| DV: Job Satisfaction | | | | |
|-----------------------------|---------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 1 | Teamness | .414 | .406 | .414 |
| | Change in R² | .172 | .165 | .172 |
| 2 | Mediator β: RC sat | | .461 | .372 |
| | Change in R² | | .123 | .099 |
| 3 | IV β: Participation | .424 | | .284 |
| | Change in R² | .105 | | .033 |
| | Total R² | .297 | .288 | .304 |
| | Sig level | .026 | .016 | .199 |

Table A8.47. Satisfaction with reality check mediating the relationship between innovation and job satisfaction

| DV: Job Satisfaction | | | | |
|-----------------------------|--------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 1 | Teamness | .414 | .406 | .414 |
| | Change in R² | .172 | .165 | .172 |
| 2 | Mediator β: RC sat | .481 | .523 | .372 |
| | Change in R² | .118 | .140 | .099 |
| 3 | IV β: Innovation | | | .339 |
| | Change in R² | | | .028 |
| | Total R² | .290 | .305 | .299 |
| | Sig level | .008 | .010 | .235 |

Table A8.48 Satisfaction with emotional support mediating the relationship between participation and job satisfaction

| DV: Job Satisfaction | | | | |
|-----------------------------|---------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 1 | Teamness | .414 | .387 | .414 |
| | Change in R² | .172 | .150 | .172 |
| 2 | Mediator β: ES sat | | .468 | .292 |
| | Change in R² | | .127 | .058 |
| 3 | IV β: Participation | .424 | | .353 |
| | Change in R² | .105 | | .055 |
| | Total R² | .297 | .277 | .285 |
| | Sig level | .026 | .015 | .104 |

This relationship is not mediated as the second model is not significant, satisfaction with emotional support does not account for significant additional variance in job satisfaction beyond that explained by teamness.

Table A8.49. Satisfaction with emotional support mediating the relationship between innovation and job satisfaction

| DV: Job Satisfaction | | | | |
|-----------------------------|--------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 1 | Teamness | .414 | .387 | .414 |
| | Change in R² | .172 | .150 | .172 |
| 2 | Mediator β: ES sat | .481 | .416 | .292 |
| | Change in R² | .118 | .088 | .058 |
| 3 | IV β: Innovation | | | .430 |
| | Change in R² | | | .062 |
| | Total R² | .290 | .238 | .292 |
| | Sig level | .008 | .045 | .085 |

Again, this relationship is not mediated as the second model is not significant, satisfaction with emotional support does not account for significant additional variance in job satisfaction beyond that explained by teamness.

Table A8.50. Satisfaction with emotional challenge mediating the relationship between participation and job satisfaction

| DV: Job Satisfaction | | | | |
|-----------------------------|---------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 1 | Teamness | .414 | .408 | .414 |
| | Change in R² | .172 | .166 | .172 |
| 2 | Mediator β: EC sat | | .400 | .297 |
| | Change in R² | | .093 | .054 |
| 3 | IV β: Participation | .424 | | .359 |
| | Change in R² | .105 | | .062 |
| | Total R² | .297 | .259 | .288 |
| | Sig level | .026 | .038 | .085 |

This relationship is not mediated as the second model is not significant, satisfaction with emotional challenge does not account for significant additional variance in job satisfaction beyond that explained by teamness.

Table A8.51. Satisfaction with listening support mediating the relationship between participation and job satisfaction

| DV: Job Satisfaction | | | | |
|-----------------------------|---------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 1 | Teamness | .414 | .343 | .414 |
| | Change in R² | .172 | .118 | .172 |
| 2 | Mediator β: LS sat | | .466 | .286 |
| | Change in R² | | .126 | .059 |
| 3 | IV β: Participation | .424 | | .356 |
| | Change in R² | .105 | | .053 |
| | Total R² | .297 | .244 | .283 |
| | Sig level | .026 | .018 | .113 |

This relationship is not mediated as the second model is not significant, satisfaction with listening support does not account for significant additional variance in job satisfaction beyond that explained by teamness.

Hypothesis 8

The relationship between team functioning and work stressors will be mediated by social support.

Stage 1: The direct effect of team functioning: participation, innovation and commitment to task excellence on feedback and role clarity

Table A8.52. The direct effect of participation on feedback and role clarity

| DV | | Feedback | Role clarity |
|----|--------------------------|----------|--------------|
| 1 | Teamness | .390 | .390 |
| | Change in R ² | .152 | .152 |
| 2 | IV β: Participation | .300 | .285 |
| | Change in R ² | .046 | .047 |
| | Sig level | .154 | .148 |

Table A8.53. The direct effect of innovation on feedback and role clarity

| DV | | Feedback | Role clarity |
|----|--------------------------|----------|--------------|
| 1 | Teamness | .480 | .480 |
| | Change in R ² | .231 | .231 |
| 2 | IV β: Innovation | .351 | .353 |
| | Change in R ² | .063 | .073 |
| | Sig level | .078 | .057 |

Table A8.54. The direct effect of commitment to task excellence feedback and role clarity

| DV | | Feedback | Role clarity |
|----|--------------------------|----------|--------------|
| 1 | Teamness | .480 | .390 |
| | Change in R ² | .231 | .152 |
| 2 | IV β: Task | .372 | .322 |
| | Change in R ² | .067 | .050 |
| | Sig level | .067 | .135 |

Team functioning did not predict feedback or role clarity therefore mediation is not possible.

Stage 2: The direct effect of team functioning on social support.

These tables are presented in the analysis for hypothesis 7.

Hypothesis 9

The relationship between social support and outcomes will be mediated by work stressors.

Stage 1: The direct effect of social support and job satisfaction

Table A8.55. The direct effect of satisfaction with manager support on job satisfaction

| DV | | Job Satisfaction |
|----------|-----------------------------------|------------------|
| 1 | Teamness | .414 |
| | Change in R² | .172 |
| 2 | IV β: Manager satisfaction | .342 |
| | Change in R² | .087 |
| | Sig level | .045 |

Table A8.56. The direct effect of satisfaction with team support on job satisfaction

| DV | | Job Satisfaction |
|----------|--------------------------------|------------------|
| 1 | Teamness | .414 |
| | Change in R² | .172 |
| 2 | IV β: Team satisfaction | .289 |
| | Change in R² | .057 |
| | Sig level | .107 |

Satisfaction with manager support predicts job satisfaction after controlling for the effect of teamness. Satisfaction with team support does not have a direct effect on job satisfaction after controlling for the effect of teamness.

Table A8.57. The direct effect of satisfaction with TA satisfaction on job satisfaction

| DV | | Job Satisfaction |
|----------|--------------------------------|------------------|
| 1 | Teamness | .414 |
| | Change in R² | .172 |
| 2 | IV β: TA satisfaction | .381 |
| | Change in R² | .116 |
| | Sig level | .019 |

Table A8.58. The direct effect of satisfaction with TC satisfaction on job satisfaction

| DV | | Job Satisfaction |
|----------|--------------------------------|------------------|
| 1 | Teamness | .414 |
| | Change in R² | .172 |
| 2 | IV β: TC satisfaction | .373 |
| | Change in R² | .098 |
| | Sig level | .032 |

Table A8.59. The direct effect of satisfaction with PA satisfaction on job satisfaction

| DV | | Job Satisfaction |
|----|--------------------------|------------------|
| 1 | Teamness | .414 |
| | Change in R ² | .172 |
| 2 | IV β: PA satisfaction | .301 |
| | Change in R ² | .061 |
| | Sig level | .096 |

Table A8.60 The direct effect of satisfaction with RC satisfaction on job satisfaction

| DV | | Job Satisfaction |
|----|--------------------------|------------------|
| 1 | Teamness | .414 |
| | Change in R ² | .172 |
| 2 | IV β: RC satisfaction | .372 |
| | Change in R ² | .099 |
| | Sig level | .031 |

Table A8.61. The direct effect of satisfaction with ES satisfaction on job satisfaction

| DV | | Job Satisfaction |
|----|--------------------------|------------------|
| 1 | Teamness | .414 |
| | Change in R ² | .172 |
| 2 | IV β: ES satisfaction | .292 |
| | Change in R ² | .058 |
| | Sig level | .102 |

Table A8.62 The direct effect of satisfaction with EC satisfaction on job satisfaction

| DV | | Job Satisfaction |
|----|--------------------------|------------------|
| 1 | Teamness | .414 |
| | Change in R ² | .172 |
| 2 | IV β: EC satisfaction | .297 |
| | Change in R ² | .054 |
| | Sig level | .117 |

Table A8.63. The direct effect of satisfaction with LS satisfaction on job satisfaction

| DV | | Job Satisfaction |
|----|--------------------------|------------------|
| 1 | Teamness | .414 |
| | Change in R ² | .172 |
| 2 | IV β: LS satisfaction | .286 |
| | Change in R ² | .059 |
| | Sig level | .101 |

Satisfaction with task appreciation, task challenge and reality check predict job satisfaction after controlling for the effect of teamness. Satisfaction with practical assistance, emotional

support, emotional challenge and listening support do not have a direct effect on job satisfaction after controlling for the effect of teamness.

Stage 2: The direct relationship between social support and role clarity and feedback

Feedback

Table A8.64. The direct effect of satisfaction with manager support on feedback

| DV | | Feedback |
|----|----------------------------|----------|
| 1 | Teamness | .480 |
| | Change in R ² | .231 |
| 2 | IV β: Manager satisfaction | .332 |
| | Change in R ² | .082 |
| | Sig level | .043 |

Table A8.65. The direct effect of satisfaction with team support on feedback

| DV | | Feedback |
|----|--------------------------|----------|
| 1 | Teamness | .480 |
| | Change in R ² | .231 |
| 2 | IV β: Team satisfaction | .305 |
| | Change in R ² | .063 |
| | Sig level | .076 |

Satisfaction with manager support predicts feedback after controlling for the effect of teamness. Satisfaction with team support does not have a direct effect on feedback after controlling for the effect of teamness.

Table A8.66. The direct effect of satisfaction with TA satisfaction on feedback

| DV | | Feedback |
|----|--------------------------|----------|
| 1 | Teamness | .480 |
| | Change in R ² | .231 |
| 2 | IV β: TA satisfaction | .314 |
| | Change in R ² | .078 |
| | Sig level | .048 |

Table A8.67. The direct effect of satisfaction with TC satisfaction on feedback

| DV | | Feedback |
|----|--------------------------|----------|
| 1 | Teamness | .480 |
| | Change in R ² | .231 |
| 2 | IV β: TC satisfaction | .376 |
| | Change in R ² | .100 |
| | Sig level | .024 |

Table A8.68. The direct effect of satisfaction with PA satisfaction on feedback

| DV | | Feedback |
|----|--------------------------|----------|
| 1 | Teamness | .480 |
| | Change in R ² | .231 |
| 2 | IV β: PA satisfaction | .299 |
| | Change in R ² | .060 |
| | Sig level | .086 |

Table A8.69 The direct effect of satisfaction with RC satisfaction on feedback

| DV | | Feedback |
|----|--------------------------|----------|
| 1 | Teamness | .480 |
| | Change in R ² | .231 |
| 2 | IV β: RC satisfaction | .365 |
| | Change in R ² | .096 |
| | Sig level | .028 |

Table A8.70 The direct effect of satisfaction with ES satisfaction on feedback

| DV | | Feedback |
|----|--------------------------|----------|
| 1 | Teamness | .480 |
| | Change in R ² | .231 |
| 2 | IV β: ES satisfaction | .173 |
| | Change in R ² | .021 |
| | Sig level | .319 |

Table A8.71. The direct effect of satisfaction with EC satisfaction on feedback

| DV | | Feedback |
|----|--------------------------|----------|
| 1 | Teamness | .480 |
| | Change in R ² | .231 |
| 2 | IV β: EC satisfaction | .226 |
| | Change in R ² | .031 |
| | Sig level | .219 |

Table A8.72. Direct effect of satisfaction with LS satisfaction on feedback

| DV | | Feedback |
|----|--------------------------|----------|
| 1 | Teamness | .480 |
| | Change in R ² | .231 |
| 2 | IV β: LS satisfaction | .217 |
| | Change in R ² | .034 |
| | Sig level | .199 |

Satisfaction with task challenge and reality check predict feedback after controlling for the effect of teamness. Satisfaction with task appreciation, practical assistance, emotional

support, emotional challenge and listening support do not have a direct effect on feedback after controlling for the effect of teamness.

Role clarity

Table A8.73. The direct effect of satisfaction with manager support on role clarity

| DV | | Role Clarity |
|----|----------------------------|--------------|
| 1 | Teamness | .390 |
| | Change in R ² | .152 |
| 2 | IV β: Manager satisfaction | .318 |
| | Change in R ² | .075 |
| | Sig level | .066 |

Table A8.74. The direct effect of satisfaction with team support on role clarity

| DV | | Role Clarity |
|----|--------------------------|--------------|
| 1 | Teamness | .390 |
| | Change in R ² | .152 |
| 2 | IV β: Team satisfaction | .050 |
| | Change in R ² | .002 |
| | Sig level | .784 |

Neither satisfaction with manager support or team support have a direct effect on role clarity after controlling for the effect of teamness.

Table A8.75. The direct effect of satisfaction with TA satisfaction on role clarity

| DV | | Role Clarity |
|----|--------------------------|--------------|
| 1 | Teamness | .390 |
| | Change in R ² | .152 |
| 2 | IV β: TA satisfaction | .171 |
| | Change in R ² | .023 |
| | Sig level | .314 |

Table A8.76. The direct effect of satisfaction with TC satisfaction on role clarity

| DV | | Role Clarity |
|----|--------------------------|--------------|
| 1 | Teamness | .390 |
| | Change in R ² | .152 |
| 2 | IV β: TC satisfaction | .291 |
| | Change in R ² | .060 |
| | Sig level | .102 |

Table A8.77. The direct effect of satisfaction with PA satisfaction on role clarity

| DV | | Role Clarity |
|----|--------------------------|--------------|
| 1 | Teamness | .390 |
| | Change in R ² | .152 |
| 2 | IV β: PA satisfaction | .140 |
| | Change in R ² | .013 |
| | Sig level | .451 |

Table A8.78. The direct effect of satisfaction with RC satisfaction on role clarity

| DV | | Role Clarity |
|----|--------------------------|--------------|
| 1 | Teamness | .390 |
| | Change in R ² | .152 |
| 2 | IV β: RC satisfaction | .264 |
| | Change in R ² | .050 |
| | Sig level | .137 |

Table A8.79. The direct effect of satisfaction with ES satisfaction on role clarity

| DV | | Role Clarity |
|----|--------------------------|--------------|
| 1 | Teamness | .390 |
| | Change in R ² | .152 |
| 2 | IV β: ES satisfaction | .110 |
| | Change in R ² | .008 |
| | Sig level | .548 |

Table A8.80. The direct effect of satisfaction with EC satisfaction on role clarity

| DV | | Role Clarity |
|----|--------------------------|--------------|
| 1 | Teamness | .390 |
| | Change in R ² | .152 |
| 2 | IV β: EC satisfaction | .219 |
| | Change in R ² | .029 |
| | Sig level | .258 |

Table A8.81. The direct effect of satisfaction with LS satisfaction on role clarity

| DV | | Role Clarity |
|----|--------------------------|--------------|
| 1 | Teamness | .390 |
| | Change in R ² | .152 |
| 2 | IV β: LS satisfaction | .141 |
| | Change in R ² | .014 |
| | Sig level | .429 |

None of the types of support have a direct effect on role clarity after controlling for the effect of teamness.

Mediation

As there was not a direct relationship between social support and role clarity there will not be a mediated relationship between social support, role clarity and job satisfaction. There was not a direct relationship between team satisfaction, practical assistance, emotional support, emotional challenge and listening support, and job satisfaction, therefore there will not be a mediated relationship between these support variables, feedback and job satisfaction.

The following mediation analyses were carried out:

Table A8.82. Feedback mediating the relationship between satisfaction with manager support and job satisfaction

| DV: Job Satisfaction | | | | |
|-----------------------------|-----------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 1 | Teamness | .414 | .480 | .414 |
| | Change in R² | .172 | .231 | .172 |
| 2 | Mediator β: Feedback | .342 | .332 | .360 |
| | Change in R² | .087 | .082 | .078 |
| 3 | IV β: Manager support | | | .227 |
| | Change in R² | | | .025 |
| | Total R² | .259 | .313 | .275 |
| | Sig level | .045 | .043 | .272 |

This relationship is not mediated as the second model is not significant, satisfaction with manager support does not account for significant additional variance in job satisfaction beyond that explained by teamness.

Table A8.83. Feedback mediating the relationship between satisfaction with task appreciation satisfaction and job satisfaction

| DV: Job Satisfaction | | | | |
|-----------------------------|-----------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 1 | Teamness | .414 | .480 | .414 |
| | Change in R² | .172 | .231 | .172 |
| 2 | Mediator β: Feedback | .381 | .314 | .360 |
| | Change in R² | .116 | .078 | .078 |
| 3 | IV β: TA satisfaction | | | .301 |
| | Change in R² | | | .047 |
| | Total R² | .288 | .309 | .297 |
| | Sig level | .019 | .048 | .131 |

This relationship is not mediated as the second model is not significant, satisfaction with task appreciation support does not account for significant additional variance in job satisfaction beyond that explained by teamness.

Table A8.84. Feedback mediating the relationship between satisfaction with task challenge satisfaction and job satisfaction

| | DV: Job Satisfaction | | | |
|----------|-----------------------------------------------|-----------|-----------------|-----------|
| | | DV | Mediator | DV |
| 1 | Teamness | .414 | .480 | .414 |
| | Change in R² | .172 | .231 | .172 |
| 2 | Mediator β: Feedback | .373 | .376 | .360 |
| | Change in R² | .098 | .100 | .078 |
| 3 | IV β: TC satisfaction | | | .271 |
| | Change in R² | | | .035 |
| | Total R² | .270 | .331 | .286 |
| | Sig level | .032 | .024 | .190 |

This relationship is not mediated as the second model is not significant, satisfaction with task challenge does not account for significant additional variance in job satisfaction beyond that explained by teamness.

STAGE II: Teamness agreement: Climate strength

Hypothesis 14

The greater the agreement about the extent to which the unit are a team will moderate the relationship between the extent to which the unit are a team and well-being and performance outcomes.

Table A8.85. Teamness agreement moderating the relationship between teamness and job satisfaction

| | DV: Job satisfaction | | | |
|--|-----------------------------|---------------------------|----------|----------------------------|
| | | β | P | Total R² |
| | Teamness | .392 | .015 | |
| | Teamness agreement | .127 | .431 | |
| | Interaction term | -.016 | .921 | .189 |

Hypothesis 15

The greater the agreement about the extent to which the unit are a team will moderate the relationship between the extent to which the unit are a team and team functioning.

Table A8.86. Teamness agreement moderating the relationship between teamness and participation

| DV: Participation | | | | |
|--------------------------|--------------------|---------|------|----------------------|
| | | β | P | Total R ² |
| | Teamness | .430 | .008 | |
| | Teamness agreement | .040 | .802 | |
| | Interaction term | .059 | .710 | .196 |

Table A8.87. Teamness agreement moderating the relationship between teamness and innovation

| DV: Innovation | | | | |
|-----------------------|--------------------|------|------|----------------------|
| | | B | P | Total R ² |
| | Teamness | .422 | .007 | |
| | Teamness agreement | .190 | .227 | |
| | Interaction term | .096 | .531 | .243 |

Table A8.88. Teamness agreement moderating the relationship between teamness and commitment to task excellence

| DV: Task Excellence | | | | |
|----------------------------|--------------------|------|------|----------------------|
| | | B | P | Total R ² |
| | Teamness | .501 | .001 | |
| | Teamness agreement | .091 | .536 | |
| | Interaction term | .226 | .124 | .320 |

Hypothesis 16

The greater the agreement about the extent to which the unit are a team will moderate the relationship between the extent to which the unit are a team and social support source and type.

Table A8.89. Teamness agreement moderating the relationship between teamness and satisfaction with manager support

| DV: Manager support | | | | |
|----------------------------|--------------------|---------|------|----------------------|
| | | β | P | Total R ² |
| | Teamness | .376 | .018 | |
| | Teamness agreement | .199 | .217 | |
| | Interaction term | .018 | .907 | .206 |

Table A8.90. Teamness agreement moderating the relationship between teamness and satisfaction with team support

| DV: Team support | | | | |
|-------------------------|--------------------|---------|------|----------------------|
| | | β | P | Total R ² |
| | Teamness | .414 | .010 | |
| | Teamness agreement | .103 | .521 | |
| | Interaction term | .095 | .545 | .202 |

Table A8.91. Teamness agreement moderating the relationship between teamness and satisfaction with task appreciation

| DV: TA Satisfaction | | | | |
|----------------------------|--------------------|---------|------|----------------------|
| | | β | P | Total R ² |
| | Teamness | .340 | .036 | |
| | Teamness agreement | .152 | .357 | |
| | Interaction term | .111 | .493 | .161 |

Table A8.92. Teamness agreement moderating the relationship between teamness and satisfaction with task challenge

| DV: TC Satisfaction | | | | |
|----------------------------|--------------------|---------|------|----------------------|
| | | β | P | Total R ² |
| | Teamness | .425 | .005 | |
| | Teamness agreement | .248 | .107 | |
| | Interaction term | .155 | .300 | .285 |

Table A8.93. Teamness agreement moderating the relationship between teamness and satisfaction with practical assistance

| DV: PA Satisfaction | | | | |
|----------------------------|--------------------|---------|------|----------------------|
| | | β | P | Total R ² |
| | Teamness | .432 | .006 | |
| | Teamness agreement | .170 | .275 | |
| | Interaction term | -.060 | .693 | .251 |

Table A8.94. Teamness agreement moderating the relationship between teamness and satisfaction with reality check

| DV: RC Satisfaction | | | | |
|----------------------------|--------------------|---------|------|----------------------|
| | | β | P | Total R ² |
| | Teamness | .350 | .022 | |
| | Teamness agreement | .313 | .047 | |
| | Interaction term | -.012 | .938 | .262 |

Table A8.95. Teamness agreement moderating the relationship between teamness and satisfaction with emotional support

| DV: ES Satisfaction | | | | |
|----------------------------|--|---------|----------|----------------------------|
| | | β | P | Total R² |
| Teamness | | .391 | .016 | |
| Teamness agreement | | -.007 | .965 | |
| Interaction term | | -.127 | .430 | .166 |

Table A8.96. Teamness agreement moderating the relationship between teamness and satisfaction with emotional challenge

| DV: EC Satisfaction | | | | |
|----------------------------|--|---------|----------|----------------------------|
| | | β | P | Total R² |
| Teamness | | .391 | .016 | |
| Teamness agreement | | .098 | .545 | |
| Interaction term | | -.036 | .822 | .179 |

Table A8.97. Teamness agreement moderating the relationship between teamness and satisfaction with listening support

| DV: LS Satisfaction | | | | |
|----------------------------|--|---------|----------|----------------------------|
| | | β | P | Total R² |
| Teamness | | .365 | .026 | |
| Teamness agreement | | -.100 | .547 | |
| Interaction term | | -.167 | .308 | .146 |

Hypothesis 17

The greater the agreement about the extent to which the unit are a team will moderate the relationship between the extent to which the unit are a team and work stressors.

Table A8.98. Teamness agreement moderating the relationship between teamness and feedback

| DV: Feedback | | | | |
|---------------------|--|---------|----------|----------------------------|
| | | β | P | Total R² |
| Teamness | | .486 | .002 | |
| Teamness agreement | | -.023 | .883 | |
| Interaction term | | -.087 | .572 | .237 |

Table A8.99. Teamness agreement moderating the relationship between teamness and role clarity

| | DV: Role Clarity | | | |
|--|-------------------------|---------|----------|----------------------------|
| | | β | P | Total R² |
| | Teamness | .367 | .019 | |
| | Teamness agreement | .149 | .344 | |
| | Interaction term | -.199 | .201 | .231 |