ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

Title: The Effect of Associate Wellbeing on Service Excellence: The Mediating Role of Associate Engagement and the Moderating Role of Supervisory Support at Marriott Hotels in Ethiopia

A Research Proposal Submitted to the School of Graduate Studies of Addis Ababa University in Partial Fulfillment of the Requirements for the Degree of Master of Business Administration (MBA)

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ID: GSD/1459/16

Advisor: Dr. Lakew Alemu

June 2026 G.C

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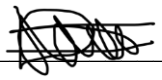
Addis Ababa, Ethiopia

Declaration

This is to certify the study prepared by Dibora Mebratu entitled "The Effect of Associate Wellbeing on Service Excellence: The Mediating Role of Associate Engagement and the Moderating Role of Supervisory Support at Marriott Hotels in Ethiopia," submitted to Addis Ababa University College of Business and Economics, in partial fulfillment of the requirement for the Master of Arts Degree in Business Administration, complied with the regulations of the university and meets the accepted standards with respect to originality and quality.

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Abstract

One of Marriott International's values is putting people first. It is the belief that associate wellbeing is a key driver for excellent service delivery. However, there is limited empirical evidence showing how this philosophy works in the developing country hospitality sectors, particularly in Ethiopia. This study examined the effect of associate wellbeing on service excellence at Marriott Executive Apartments Addis Ababa and Sheraton Addis, Luxury Collection Hotels, with associate engagement being as a mediating variable. It is grounded in the job Demands – Resources model (Schaufeli & Bakker, 2004) and Conservation of resources theory (Hobfoll, 1989). The study used an explanatory, cross sectional quantitative design primary data was gathered from 252 associates working from both properties. Inferential analysis was executed by hierarchical linear regression and Hayes PROCESS Macro Model 1 and 4 configurations, at the same time adjusting the five baseline demographic covariates. The empirical findings shows that associate wellbeing has a significant positive direct effect on service excellence and function as an important partial mediator in the system. In addition supervisory support significantly moderated the direct pathway wellbeing and service outcome by introducing an incremental 1.97% of variance explanation. Simple slope testing verified an organizational buffering mechanism showing weak supervisory support leaves service delivery highly vulnerable to fluctuations on individual wellness, while rich supervisory support functions as an institutional safety net that standardized and stabilize the delivery of quality service. Together the variables used on the model successfully account for 53.28% of the total variance in service excellence, the remaining 46.72% by the structural error term. The findings offer localized empirical evidence on how Marriott's global people first value influences associate experiences, engagement levels, and service outcomes. It provides practical suggestions for human resource professionals, supervisors, and hotel management seeking to boost service excellence within the Ethiopian hospitality industry.

Keywords: *Associate wellbeing; associate engagement; supervisory support; service excellence; hospitality industry.*

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Acronyms/Abbreviations

- AENG – Associate Engagement
- ANOVA – Analysis of Variance
- AWB – Associate Wellbeing
- CI – Confidence Interval
- df – Degrees of freedom
- HR – Human Resource
- HRM – Human Resource Management
- MEA – Marriott Executive Apartments Addis Ababa
- SD – Standard Deviation
- se – Standard Error
- SERVEX – Service Excellence
- SPSS – Statistical Package for the Social Sciences
- SSUP – Supervisory Support
- VIF – Variance Inflation Factor
- WB – Wellbeing

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Chapter 1: Introduction

1.1 Background of the Study

Naturally, the hospitality industry is people driven since quality service is highly affected by the interaction of associates and guests. For this reason, associate wellbeing and associate engagement are one of the key factors affecting service excellence and organizational performance (Wright & Cropanzano, 2000; Karatepe & Karadas, 2015). Multiple studies in the hospitality industry have shown that associates who feel supported physically, mentally and emotionally by their organization tend to be more engaged, committed, and deliver high quality service (Bakker & Demerouti, 2007; Bhardwaj & Kalia, 2021). Similarly, associate engagement is a key variable for creating a positive work environment that results in extraordinary guest experience (Schaufeli & Bakker, 2004; Saks, 2006).

Marriott International has used these key mechanisms that affect service excellence, through one of its values called putting people first. It points out associate wellbeing, engagement, respect and supportive leadership as key elements for meeting service excellence (MarriottInternational.com). This value is particularly important for extended stay brands such as Marriott Executive Apartments, where guests and associates have longer interaction time, that require consistent service excellence and interpersonal relationships (Seligman, 2011).

The relationship between these variables is firmly rooted in established organizational theories. According to the Job Demands-Resources (JD-R) model (Bakker & Demerouti, 2007), when employees are provided with adequate job resources such as supportive leadership and wellbeing programs, it buffers the impact of job demands, leading to higher work engagement. Furthermore, grounded in Social Exchange Theory (Blau, 1964; Eisenberger et al., 1986), when associates perceive that their organization values their contributions and cares about their wellbeing, they feel obligated to reciprocate through heightened commitment, engagement, and the delivery of high-quality service (Bhardwaj & Kalia, 2021). Within these frameworks, associate engagement acts as a fundamental catalyst for cultivating a positive work environment that yields extraordinary guest experiences (Schaufeli & Bakker, 2004; Saks, 2006).

Supervisory support is one of the important variables in promoting people first culture. Supportive supervisors give guidance, feedback, and encouragement to associates to help them implement organizational values in their day-to-day activities. These shapes associate wellbeing, engagement, and service excellence. However, due to cultural, managerial, and labor market differences, the implementation of global organizational values may differ across regions.

Marriott International is one of the world's largest and most reputable hospitality companies, with its origins dating back to **1927**, when J. Willard and Alice Marriott opened a small nine-seat root beer stand in Washington, D.C. Over the decades, the company expanded from restaurants to

hotels, eventually becoming the largest hotel chain in the world. Today, Marriott operates with over **9,700 properties** with more than **1.7 million rooms** across **144 countries and territories**.

As a prominent global hospitality leader, Marriott International operationalizes these theoretical principles through its core value of "Putting People First" and its "TakeCare" wellbeing program. The organization explicitly identifies associate wellbeing, engagement, respect, and supportive leadership as indispensable elements for achieving service excellence (MarriottInternational.com). This philosophy is particularly vital for extended-stay brands, such as Marriott Executive Apartments, where prolonged guest-associate interactions necessitate consistent service excellence and strong interpersonal relationships (Seligman, 2011). Marriott Executive Apartments Addis Ababa and Sheraton Addis, a Luxury Collection Hotel, operate within this global framework. They are tasked with integrating Marriott's global service standards, human resources

Even though Marriott's strong global values, the scope to which these principles are implemented by associates at the Addis Ababa property has not been empirically studied. Ethiopia's hotel industry faces several challenges like, high workloads, emotional labor, skill shortages, and cultural variations in leadership practices. All these factors might influence how associates perceive wellbeing, engage with their work, and experience leadership and supervisory support.

1.2 Statement of the Problem

Naturally, the hospitality industry is people driven that depends on associates' emotional, psychological, and physical wellbeing to deliver high quality service experiences. Several previous studies show that employee wellbeing is positively associated with job performance (Danna & Griffin, 1999), commitment (Wright & Cropanzano, 2000), and service quality in service oriented industries (Bakker & Demerouti, 2007). In hospitality contexts, where associates engage in continuous guest interaction and emotional labor, wellbeing is particularly critical for achieving service excellence (Lee & Ok, 2019).

Global hotel brands like Marriott International emphasize wellbeing through people oriented cultures, including putting people first in their value, which positions associates as vital to organizational success (Schaufeli et al., 2002). Research shows that the effectiveness of these philosophies only truly works when they are put into practice in a meaningful way at the property level (Harter et al., 2002). In other words, this means having the right philosophy on paper is not enough but how associates actually experience it in their day-to-day work matters. In developing countries like Ethiopia, most hospitality associates deal with high workloads, emotional pressure from constant guest interaction and limited resources. When these challenges are not assisted by strong management systems and practical support mechanisms, the positive impact of wellbeing initiatives can easily fade. Thus, the connection between employee wellbeing and quality service delivery may not be as strong as expected.

Researchers argue that there is no always direct relationship between associate wellbeing and performance outcomes even though most researches establish the relationship as positive. One of the critical psychological mechanism through which wellbeing affects service related behaviors is engagement (Bakker & Demerouti, 2007; Schaufeli et al., 2002). Empirical studies shows that associates who experience higher wellbeing are more likely to be engaged, and engaged associates are more likely to deliver excellent service (Lee & Ok, 2019; Yu et al., 2024). However limited researches has clearly studied the mediating role of associate engagement in linking wellbeing to service excellence, particularly within the hospitality sector in developing economies.

Additionally, it is not explored enough that the role of supervisory support is a contextual factor for these relationships. It is shown that supervisory support reduces stress, increases motivation, and strengthens associate engagement (Eisenberger et al., 2002; Rhoades & Eisenberger, 2002). However, limited studies have investigated whether supervisory support moderates the effect of associate wellbeing and service excellence outcomes. This gap is very evident in African hospitality sector because it has different managerial practices and cultural dynamics from those in Western context.

There is no empirical study at Marriott properties Ethiopia that examined how associate wellbeing contributes to service excellence through associate engagement, nor how supervisory support influences this process. Addressing this gap is essential for understanding the practical application of Marriott's people first culture in the Ethiopian context and for identifying evidence-based strategies to enhance service excellence through associate centered practices.

1.3 Research Gap

Many empirical studies have investigated associate wellbeing, employee engagement, supervisory support, and service excellence in the hospitality industry. But despite this growing literature, some important and interrelated empirical gaps haven't been fully answered.

First, even though multiple studies have solely studied the importance of associate wellbeing (Jones, 2024; Yu et al., 2024) and employee engagement (Bhardwaj & Kalia, 2019; Lee & Ok, 2019) in influencing employee performance and service delivery, most of them have treated these variables as separate predictors. There is limited empirical evidence that examined how associate well-being affects service excellence through associate engagement. Some studies suggest that there is a relationship between associate wellbeing and engagement. Nevertheless, they haven't directly tested engagement as a mediating mechanism, particularly in a hospitality setting where emotional labor and service encounters are the center.

Second, many empirical studies on service excellence have focused on how guests see the service, service encounters, and leadership behaviors (Bitner et al., 1990; Brownell, 2020; Coronel, 2025). These studies give useful information about delivering excellent service and quality management, but provide limited empirical integration of employee psychological feeling into service excellence

models, such as employee well-being and engagement. Therefore, there is still a gap in showing clearly how internal employees' states can systematically lead to better service outside.

Third, several studies have shown that supervisory support helps associates feel more satisfied with their jobs, less burnt out, and be more engaged (Rhoades & Eisenberger, 2002; Karatepe & Uludag, 2007; Majule, 2023). However, most of these studies looked at supervisory support as a direct factor that affects employees, rather than a background moderator. Very few studies have tested whether supervisory support makes the relationship between associate wellbeing and service excellence stronger or weaker. Therefore, there is a limited understanding of when and how wellbeing and engagement lead to better service delivery.

Fourth, research on organizational culture and engagement (Bhardwaj & Kalia, 2019) shows that cultural dimensions like employee's freedom to work independently, the platform to entertain their new ideas and innovation, the trust built on them by their superiors, all these affect their overall performance. But, most of these studies mainly focus on the performance outcome, not on the real factors that leads to it. There is limited empirical evidence integrating these organizational cultures with associate engagement and service excellence.

Fifth, most of previous studies used a regression analysis with only single variable and cross sectional design. Using this will limit the interpretation and do not clearly analyze the complex relationship of multiple variables on service excellence. This shows that there is a methodological gap in hospitality industry studies. There are only few studies who used integrated models by joining mediation and moderation effect at the same time. Consequently, this limits our deeper understanding of the connection between associate wellbeing, associate engagement, supervisory support and service excellence.

Finally, most studies in the hospitality sector mainly focus in western or Asian countries, like India, China and America (Bhardwaj & Kalia, 2019; Lee & Ok, 2019; Yu et al., 2024). There is a clear lack of studies in African hospitality industry, especially in Ethiopia. Studies from other region may not apply for a different region because, the economic and labor market differ from region to region. Therefore, this creates a significant contextual and geographical study gap.

1.4 Research Questions

- How does associate wellbeing affect service excellence at Marriott Hotels in Ethiopia?
- How does associate engagement improve service excellence at Marriott Hotels in Ethiopia?
- Does supervisory support moderate the relationship between associate wellbeing and service excellence at Marriott Hotels in Ethiopia?
- Does associate engagement mediate the relationship between associate wellbeing and service excellence at Marriott Hotels in Ethiopia?

1.5 Objectives of the Study

1.5.1 General Objective

To assess the role of associate wellbeing for the delivery of excellent service at Marriott Hotels in Ethiopia.

1.5.2 Specific Objectives

- To examine how associate wellbeing influences service excellence.
- To evaluate the role of associate engagement in improving service excellence.
- To check whether supervisory support moderates the relationship between associate wellbeing and service excellence.
- To determine whether associate engagement mediates the relationship between associate wellbeing and service excellence.

1.6 Significance of the Study

Theoretical and Academic Contribution

For the academic community, this study addresses a significant geographical and contextual gap in current literature. While extensive research exists on employee wellbeing and service excellence in Western and Asian contexts, empirical studies within the Ethiopian hospitality sector remain scarce. By applying established frameworks such as the Job Demands-Resources (JD-R) model and Social Exchange Theory to the local context of Addis Ababa, this research will demonstrate how these theories hold up against unique local labor market dynamics and cultural variables. Consequently, it provides researchers and scholars with foundational evidence on how engagement and supervisory support function within a developing economy's service sector.

Practical Implications for Management and HR

For Marriott International's local management and Human Resources professionals, this study serves as a critical diagnostic tool. While Marriott operates on a global "Putting People First" philosophy, this research will provide empirical evidence on how effectively these global corporate values are being translated into the daily reality of the Addis Ababa properties. The findings will equip management with data-driven insights into which specific supervisory behaviors and wellbeing initiatives directly yield the highest returns in service quality. Ultimately, HR professionals can use these results to design targeted leadership training programs, refine performance management systems, and allocate resources toward wellbeing policies that genuinely enhance associate output and guest satisfaction.

Impact on Associate Wellbeing and Experience

For the associates working at Marriott Executive Apartments and Sheraton Addis, this study is highly significant in advocating for their physical, emotional, and mental workplace needs. By

systematically identifying the specific variables that influence their engagement and stress levels, the research highlights the direct correlation between a supportive work environment and employee satisfaction. The outcome of this study can catalyze internal shifts that foster a healthier, more motivating, and psychologically safe workplace, thereby reducing burnout and elevating the overall daily work experience for the staff.

Broader Industry and Policy Development

Finally, on a macroeconomic level, the study's insights extend to policymakers and leaders across the broader Ethiopian hospitality industry. As the tourism and hospitality sector grows in Ethiopia, maintaining international service standards becomes increasingly critical for economic competitiveness. This study will provide industry leaders and policymakers with a clear, evidence-based blueprint of how investing in human capital, specifically through structured wellbeing and supportive leadership, can elevate nationwide service delivery standards. The findings can be utilized to draft industry-wide labor guidelines and best practices that champion employee welfare as a fundamental driver of business excellence.

1.7 Scope of the Study

- Content scope: The study focuses on checking the role of associate wellbeing in delivering of service excellence, and the impact of supportive supervisors and associate engagement as related factors.
- Geographical scope: The research is conducted specifically at Marriott Hotels in Ethiopia - Marriott Executive Apartments Addis Ababa and Sheraton Addis, Luxury Collection Hotels.
- Population scope: The study targets associates working in different departments of the property, because they directly contribute to service delivery and the overall guest experience.
- Time scope: The study covers current practices and perceptions regarding wellbeing, engagement, and leadership within the period of the research.

1.8 Limitations of the Study

Associates might tend to give answers they think sound good or acceptable, especially when it comes to leadership and workplace practices. This can sometimes affect how accurate their response is and create a response bias. Additionally, the study shows practices at a specific point in time. Any change in management, policies, or any other external influences after that time might not be reflected in the result. As a result, this will create a time constraint. Furthermore, most of the time, the process of data collection is limited by the amount of time and resources availability. This can affect the depth of qualitative insight and how large the sample sizes can be and might create a resource limitation.

Chapter 2: Literature Review

2.1 Theoretical Literature Review

Associate Wellbeing

Associate wellbeing is a concept with different dimensions that include the physical as well as mental health of associates. Not only these factors, but also their emotional and social health in their work place contribute for their wellbeing (Danna & Griffin, 1999). Previous organizational researches on wellbeing present it as a main indicator of associate's quality of life at work. This quality of life goes beyond not being physically ill but it includes their positive effectiveness, their energy and the satisfaction they had on their job (Wright & Cropanzano, 2000). In hospitality industries, where quality service is highly expected, associate wellbeing is very important due to frequent interaction with customers, irregular working hours and the expectation of high quality of service. (Karatepe, 2013).

From a theoretical point of view, it is mostly related to theories of organizational behavior and human relations. These theories present that associates who receive support, feels healthy and meaningful at their work environments, mostly shows a positive attitude and behavior. This will help the overall outcome of the organization (Seligman, 2011). Additionally, the Job demands-resources model explains that wellbeing is the balance between job demand, mostly known for workload and emotional tension, and job sources like supervisory support and autonomy. It also suggests that limited resources can result to stress and burnout. On the other hand, sufficient resources help associates to be motivated and feel well at their work place (Bakker & Demerouti, 2007).

Due to the labor-intensive nature of the hospitality sector, wellbeing has gained number of attentions from scholars. Many studies show that frontline associates frequently experience stress, emotional exhaustion, and burnout that negatively affect both their health and service delivery (Karatepe & Uludag, 2007). Conversely, higher levels of wellbeing are related to reduced burnout, stronger job satisfaction, and better psychological resilience. This makes the associates to perform service roles more effectively (Wright & Cropanzano, 2004).

Recent hospitality and tourism literature places wellbeing within a general and multidimensional theoretical concept. Scholars argue that, wellbeing includes physical, emotional, mental, social, and financial wellness that influence how employees function at work (Corbin & Pangrazi, 2001; Global wellness institute, 2024). This view is very important in the hospitality sector, because associate wellbeing is shaped not only by their job tasks but also by the culture of the organization, the leadership style, work schedules and their emotional stability (Jones, 2024).

In his study Jones (2024) shows that associate wellbeing has become a main concern in the worldwide hospitality industry not just for the guests but also for employees. Large hotel chains realize that investing in associate wellbeing help them for sustainable service quality and on the overall performance of the organization. Programs focused on associate wellbeing like mental health support, work life balance and having supportive management are being one of the ways to increase associates' energy, their engagement and overall longlasting performance (Varga et al., 2021). This clearly shows that improving associates wellbeing not only help individuals but also is a strategic organizational resource.

Furthermore, the service profit chain theory support the importance of associate wellbeing by stating that quality service and associate wellbeing results in higher employee satisfaction. This will in turn increase the value of service, satisfaction of customers and performance of the organization (Heskett et al., 1994). In service provider organization like hospitality, wellbeing has became the main condition for delivering consistent and high quality services (Brownell, 2020).

Some results from empirical studies in the hospitality industry showed that associates who experience all rounded wellness have greater emotional regulation than those who don't. These employees also proved to have more positive communication with guests and showed a strong commitment to service standards (Lee & Ok, 2019). One of the main concern in the hospitality sector is a high turnover across the industry. Therefore, wellbeing tends to lower this turnover rate and intentions (Varga et al., 2021). These results support the idea that associate wellbeing plays an important role in the delivery of standard service by impacting their attitude and behaviors.

Many researches focused only on guest wellness and the overall wellness tourism. Only few of them have examined the effect of associate wellbeing on the delivery of excellent service, especially in the developing country hospitality sector (Jones, 2024). Furthermore, there is limited focus on how organizational factors like supervisory support, can affect the relationship between associate wellbeing and service excellence. These gaps show us that we need more researches that focus not just on the outcome of wellness but as a main variable that affect service excellence.

In the hospitality industry most of the theoretical studies found associate wellbeing as a concept with multiple dimensions that are important for the effectiveness and engagement of an employee for delivering quality service. As we can see from the JD-R and service management theory, associate wellbeing is one of the key mechanisms for creating a supportive environment. This will improve the service standard and associates' wellbeing as well (Bakker & Demerouti, 2007; Heskett et al., 1994; Jones, 2024). The foundational support from these theoretical studies helped us to include wellbeing as a core independent variable when examining service excellence in the hospitality industry.

Associate Engagement

Associate engagement is commonly described as a positive, fulfilling, work related state characterized by energetic, dedicated and absorbed employee (Schaufeli & Bakker, 2003).

Associate engagement is a central idea in an organization and hospitality research that reflect quality of employee's connection with their assigned work roles and the organization. Despite the short-term job satisfaction, associate engagement shows a deeper, persistent psychological presence at work, influencing how associates invest their physical, mental and emotional energy in their job performance (Kahn, 1990).

From a theoretical point of view, engagement is delved into role theory, psychological safety and psychological availability. In role theory, employees connect deeply to their work when they feel it is worthwhile and purposeful. They require a secure environment to take risks and express themselves without fear and negative consequences when they are psychologically safe. They also need to feel mentally, physically, and emotionally prepared to invest their energy into their tasks when they are psychologically available (Kahn, 1990). In hospitality industry, these conditions are very noticeable due to emotionally demanding nature of service work, continuous guest expectation, and the expectation to display positive emotions regardless of their personal circumstances (Grandey, 2000).

Demerouti et al.(2001) introduced the Job-demand model that strongly helped to understand the connection between associate wellbeing and organizational outcomes. This theoretical framework is widely accepted to understand more about associate engagement. The model differentiates between job demand and job resources, which are the two key elements. Job demand is the aspect of a job that require continuous physical or psychological effort. These demands might be high workloads that need emotional stability and time pressure which leads to physiological and psychological costs. In contrast, job resources like supervisory support, autonomy, and opportunities for personal development, are aspects of the job that help employees achieve their work goals, reduce the impact of job demands, or promote personal growth (Bakker & Demerouti, 2007). Most of the time, employees in the hospitality sector face high demands, and engagement becomes a critical psychological mechanism that helps associates to maintain performance and service quality under pressure (Karatepe, 2013).

In the hospitality literature, associate engagement has been consistently linked to improved job performance outcomes. Engagement influences both task performance and contextual performance. Task performance refers to core job responsibilities of an employee, while contextual performance is flexible behaviors such as helping colleagues, volunteering for extra tasks, and supporting the organizational environment (Motowidlo & Van Scotter, 1994). This means that when associates are engaged, it affects how well they do their main job tasks, as well as their extra actions that the team and organization. Bhardwaj and Kalia (2019) argue that contextual performance is very important in hospitality industry settings, because service depends not only on technical task completion but also on cooperative, proactive, and guest-oriented behaviors.

They found that engaged employees in the hospitality sector can make a significant difference in job performance. One of the predictors is being vigorous, which can be characterized by high energy and resilience that enable associates to cope with a demanding service environment. The

other one is being absorbed, which allows them to remain fully focused and attentive during service delivery. These engagement dimensions are very important during service delivery because employees attentiveness and emotional presence directly shape guest perceptions. Combining engagement with Conservation of Resources (COR) theory helps to explain why engaged associates tend to perform better at work. According to COR theory, people have personal resources like energy, motivation, and psychological resilience. When associates are engaged, they usually have more of these personal resources and use them well. For this reason, they can work harder, stay stable, come up with new ideas, and focus on helping guests (Hobfoll, 1989). So, engaged associates have the energy and motivation to perform the best, which benefits both the company and themselves.

Studies in the hospitality industry mainly focus on the relationship between associate engagement and organizational culture. These cultures include the trust built on the employee and their freedom to work independently that will improve their engagement. This will make them feel personally responsible for their work and develop their motivation (Pareek, 1994; Bhardwaj & Kalia, 2019). When associates feel that they are trusted and given the power to make a decision, they become more willing to work harder and go beyond the expectations of their duty. This in turn contributes to the delivery of high standard service and improved guest experience. The theory behind this idea is called the social exchange theory. It states that when organizations treat their employees well and support them, they feel a sense of responsibility to return that support by being more committed and performing at their best (Blau, 1964)

In service driven organizations, associate engagement plays a crucial mediating role between internal conditions and external outcomes. Previous studies in the hospitality industry shows that engagement is one of the motivational mechanisms through which service behavior and performance is improved (Lee & Ok, 2019). When associates experience wellbeing, they are more likely to stay engaged. In turn, these engaged associates pay better interest and commitment to their work, respond more thoughtfully, and control their emotions better when interacting with guests (Yu et al., 2024). This theoretical relation supports the placement of associate engagement as a mediating factor in studies examining service excellence.

Even though there are growing literatures on employee engagement, there is still a gap in understanding how engagement works within a specific cultural and organizational context, particularly in developing country hospitality setting like Ethiopia. Most of previous researches has focused on western and Asian hospitality market, with limited attention to African context. Besides, limited studies have examined engagement and supervisory support serving as mediating and moderating factor that affects service excellence, highlighting the need for further investigation.

Supervisory Support

Supervisory support means associate's perceptions of the extent to which their immediate supervisors give them guidance, assistance, feedback, and concern for their wellbeing in the work

place. From a theoretical point of view, supervisors play very important role in shaping employees' daily work experiences because they are the direct link between company rules and regulations and its implementation (Eisenberger et al., 2002). In hospitality businesses, support from supervisors is very important because associates provide service directly to customers and often work under stress.

Organizational support theory suggests that employees tend to develop their attitudes and behaviors based on how much support they get from their supervisors. In the day-to-day interaction with employees, supervisors act as representatives of the company. Associates feel the organization cares about them and recognizes its associates well when supervisors are caring, helpful, and supportive (Rhoades & Eisenberger, 2002). They will think they are appreciated and safe at work when their supervisors are approachable, fair, and helpful. Feeling safe helps associates perform their job tasks better and remain positive about their work.

In a hospitality context the work environment is very demanding, so the contribution of supervisory support is important for the emotional stability and stress management of the employees. Associates in the hospitality industry mostly face emotional labor, guest complaints, and unpredictable workloads. By giving encouragement, assistance in solving a problem, and constructive feedback, supportive supervisors help to ease these pressures. This can protect associates' wellbeing from the negative effect of the job stress (Majule, 2020). Thus, supervisory support helps boost associates' ability to maintain their performance and service quality.

Supervisory support also plays an important role in shaping how associates' wellbeing affects their work results. Theoretically, even if associates practice positive wellbeing in their work environment, poor supervisory support can make it harder for them to use that positive wellbeing to do their jobs well. On the other hand, high level of supervisory support can boost the positive effect of associate wellbeing. Supports like, providing helpful resource, clear guidance, and motivation help associates to perform better at their job (Bakker & Demerouti, 2007).

In hospitality settings, providing excellent service depends on employees consistent behavior across shifts and teams. Therefore, supervisory support serves as a stabilizing force that strengthens organizational values and service standards. Supervisors can create conditions where associate wellbeing is more likely to result in positive service behavior, by developing trust, open communication, and responsiveness. Accordingly, supervisory support serve as a moderating factor in strengthening the relationship between associate wellbeing and service excellence (Heskett et al., 1994).

Theoretical models also recognize supervisory support as an enabling condition for service excellence. Supervisory support creates an environment where high-quality service behaviors can grow by helping align organizational goals with associate needs (Brownell, 2020). It maintains a consistent service standard even in high-demand situations by strengthening associates' capacity to cope with service pressure.

Recent studies show that internal organizational climates, like cultures that enhance associate wellbeing and supportive management practices, highly affect service excellence (Coronel, 2025). This perspective matches with global hospitality brands such as Marriott International. It places associate wellbeing as a key factor to providing guests with memorable and quality experiences.

From a theoretical standpoint, service excellence in this study is conceptualized as an outcome shaped by associate wellbeing and engagement, within a supportive supervisory context. Existing theories collectively suggest that excellence in service delivery is unlikely to be sustained without addressing the psychological and emotional conditions of associates who deliver the service. Thus, service excellence is best understood as a multidimensional construct emerging from the interaction of individual, relational, and organizational factors.

Service Excellence

Service excellence in the hospitality sector is a concept related to the overall quality experience of the guest, not just the tangible products it delivers. Unlike manufacturing industries that produce tangible goods, the hospitality industry is built on the service they deliver. Guests value these services depending on their previous experience and current expectation (Parasuraman et al., 1985; Pine & Gilmore, 1999). From a theoretical aspect, service excellence is achieved when organizations continuously meet or exceed the guest's expectation. Additionally, when this service gives positive emotional response for the guest, we can say excellent service is delivered (Ford et al., 2012).

Hospitality service theory explains that we can't objectively assess the quality or value of a service before experiencing it. Instead, guests evaluate the service while using it and after experiencing it (Parasuraman et al., 1988). This guest-centered approach puts the guest at the center by making their opinion and experience the most important factor that determines a successful service delivery (Coronel, 2025). Theories about hospitality service strategies view the guest experience as a holistic construct made up of interrelated elements. These elements are usually described as the service product, service setting, and service delivery system (Ford et al., 2012). Excellent service is delivered when these elements are coherently planned and consistently managed so that they exceed guests' expectations.

The service product includes both tangible elements, like buildings and facilities, and intangible elements, such as hospitality, care, and emotional connection (Pine & Gilmore, 1999). The place where service is delivered is called the "servicescape," also referred to as the service setting. It shapes guest perceptions and experience through physical features and atmosphere that can affect their emotions and actions (Bitner, 1992). The service delivery system highly depends on the frontline associates, who are the company's representatives and work directly with guests. This is the point where the service is created together with the guest by highlighting the importance of human interaction in providing excellent service (Brownell, 2020). Service encounter is the interaction between guests and service providers. Excellent service is delivered when this interaction is smooth and guest-centered (Bitner et al., 1990). Carlzon (1987) introduced a concept

about the “moment of truth,” which is represented by these encounters. It refers to critical points on which guests form lasting judgements about service quality. Frontline associates play a vital role in managing these moments because hospitality services are produced and consumed simultaneously (Ford et al., 2012). Most theoretical studies suggest that associates who are encouraged, well-trained, and prepared can better meet guest needs, manage service failures, and leave positive emotional impressions. All these help guests see the service as excellent (Brownell, 2020).

Managing Guest Expectations and Perceived Value

Managing guest expectations is a key theoretical pillar for providing excellent service. Guests come with expectations formed by brand reputation, advertising, previous experiences, and word of mouth communication (Parasuraman et al., 1985). Excellent service is delivered when the actual experience matches or exceeds what the guests expected. While dissatisfaction arises when these expectations are not met. Theoretical models of service quality present excellence as the gap between what guests expect and what they actually get (Parasuraman et al., 1988). Furthermore, guest perceived value is defined by Zeithaml (1988) as the relationship between the quality of service they received and the total cost they incurred. These costs include the total money they pay, time, and emotional effort. Therefore, service excellence requires not only delivery of high-quality service but also a balanced consideration of quality, value, and cost (Coronel, 2025).

One of the main assumptions in hospitality theory is that excellent service is delivered primarily by people. Frontline associates are the primary carriers of service quality and value because of the intangible and interactive nature of service (Heskett et al., 1994). Associates’ attitudes, behaviors, and emotional expressions highly affect guest insights, especially during direct service delivery (Grandey, 2000). Theories show that to deliver consistent excellent service, companies must carefully select the right staff, train them well, and empower them (Brownell, 2020). Additionally, the service profit chain theory explains that when associates work in a positive environment and feel their wellness is supported, they are more likely to deliver high-quality service and guest satisfaction (Heskett et al., 1994). So, service excellence is stated as an outcome of how well the company supports and cares for its associates because it is a critical issue in delivering better experience for guests.

Guestology as a management philosophy

Guestology provides a theoretical lens for understanding service excellence by emphasizing the systematic study of guests’ needs, behaviors, and expectations (Ford et al., 2012). Guestology believes in managing organizations from the guest’s point of view rather than from an internal efficiency perspective. This philosophy lines up organizational strategy, systems, and associates' behavior with delivering experiences that matter most to guests. From a theoretical point of view, guestology reframes service excellence because of organizational alignment with guest expectations. It highlights the importance of designing service system that support personalized and meaningful guest experience (Pine & Gilmore, 1999).

Theoretically, excellent service is best seen as many factors work together. These factors include guest expectation, how the service is provided, and employee performance. Service excellence is not a single event; it is a cumulative experience formed by repeated service delivery over time (Bitner et al., 1994). Therefore, experts in the hospitality industry see service excellence as a dynamic and relational construct. It is continuously shaped by associates' behavior, organizational culture, and guest perceptions (Brownell, 2020). Within this understanding, when a company successfully aligns its people, processes, and environments to focus on guests' needs, it can create a consistent and guest-centered experience (Ford et al., 2012).

Drawing from these theoretical perspectives, the present study conceptualizes service excellence as a guest defined outcome that depends heavily on frontline associates' ability to deliver positive service encounters. Associate wellbeing and engagement are viewed as essential internal conditions that enable associates to perform effectively during moments of truth, while supervisory support shapes the organizational environment in which service excellence can be sustained.

2.2 Empirical Literature Review

Empirical investigation into associate wellbeing within the hospitality industry has increasingly focused on wellness initiatives, psychological health, and work-related outcomes. One of the most extensive empirical contributions is the study "Wellness in the Global Hospitality and Tourism Industry" by Jones (2024). In this study, Jones analyzed publicly available information from the world's top ten hotel companies like Marriott International, Hilton, Hyatt, and IHG. The findings show that at the corporate level, companies are increasingly acknowledging associate wellness. But the degree of emphasis varies across organizations. He found that companies having programs that include associate wellness reported having happier employees and overall better performance. However, how deeply these programs are put into practice still varies across companies.

In the study "The Impact of Workplace Wellness Programs on Employee Wellbeing and Retention," Varga et al. (2021) provided additional empirical evidence. The study used survey data collected from service sector employees. The findings indicate that there is a statistically significant negative relationship between employee wellbeing and turnover intention. Employees who participate in organized wellness initiatives generally experience lower stress levels and higher psychological health. Although the study does not focus directly on the hospitality sector, the service-oriented nature of the sample makes the findings highly applicable to the hotel environment.

Further empirical study specifically in the hospitality industry, "Employee Wellbeing and Service-oriented Behavior in the Hotel industry", Yu et al. (2024) collected qualitative data from frontline hotel employees. To test the relationship between wellbeing and service outcomes, he applied regression analysis. The result showed that employee wellbeing significantly predicted service-oriented behaviors. These behaviors include being responsive, emotionally steady, and attentive to guests. Empirically, the study demonstrated that associates with higher well-being were more

capable of maintaining positive service interactions with guests, which directly influences the quality of excellent service delivery.

Many empirical studies in the hospitality context have examined employee engagement extensively, focusing on performance outcomes. Bhardwaj and Kalia (2019), in their study called “Role of Employee Engagement and Organizational Culture in Contextual and Task Performance in the Hospitality Industry”, conducted a large-scale survey. It involved 360 frontline hotel employees across 160 hotels in Himachal Pradesh, India. They have used multiple regression analysis and found that employee engagement accounted for 35.7% of the variance in contextual performance and 45.2% of the variance in task performance. They found that among the engagement dimensions, vigor had the biggest impact on overall work behavior. On the other hand, absorption had the strongest effect on how well employees did their specific tasks.

Similarly, Lee and Ok (2019), in their study “Hotel Employee Engagement and Its Impact on Service Performance”, they examined hotel employees using structured questionnaires and statistical analysis. They found that there is a significant positive relationship between employee engagement and service performance. These service performances include guest orientation, service quality, and flexible service behaviors. The study confirmed that, while interacting with guests, engaged employees pay more attention, emotionally invested, and are proactive.

Additionally, the study “Predicting Proactive Service Performance: The Role of Employee Engagement and Positive Emotional Labor among Frontline Hospitality Employees” provided more empirical evidence for this study. To examine how engagement affects helpful and proactive service behaviors at work, the researchers use survey data and special analysis modeling. The results showed that when employees are more engaged, this significantly affects proactive service performance. These proactive services include anticipating guest needs and willingly exceeding service expectations. These results show that being engaged at work is very important for delivering excellent service in the hospitality settings.

Several empirical studies have directly examined the linkage between associate well-being and engagement. By empirically testing this relationship, Lee and Ok (2019) found that the level of engagement within the organization significantly predicts employee well-being. Their mediation analysis showed that engagement partially mediates the relationship between well-being and service performance. This indicates that well-being affects service outcomes mostly by its effect on engagement. Additionally, Yu et al. (2024) confirmed this relationship in their hotel-based study. The mediation analysis of the study showed how employee well-being leads to better service. Employees with high well-being but low engagement did not show the same level of service excellence as those who are both well and engaged. These results highlight the importance of using engagement as a mediating variable rather than just an outcome.

Supervisory support has been thoroughly studied in research as an important factor that affects employee outcomes. Rhoades and Eisenberger (2002), in their review paper "Perceived Organizational Support," analyzed data from many studies and found that support from supervisors

greatly influences how satisfied employees feel with their jobs, helps reduce stress, and improves their performance. These findings have been widely used in hospitality research because this industry depends heavily on close interactions between supervisors and employees.

In the study called “The Effects of Supervisor Support on Work Outcomes in the Hospitality Industry,” Karatepe and Uludag (2007) collected survey data from frontline hotel employees. They found that supervisory support significantly reduces emotional exhaustion and increases the level of engagement. Their findings show that supportive supervision helps employees to handle demanding service roles. Majule (2023), in his thesis “The Influence of Supervisory Support on Employee Performance in Service Organizations”, used quantitative data and moderation analysis to test supervisory support as a moderating variable. He found that supervisory support strengthened the relationship between employee well-being and performance. Employees who experience high well-being showed significantly better performance when they received strong supervisory support. This confirms that the moderating role of supervisory support is high in delivering excellent service.

Several empirical studies on service excellence in hospitality have primarily examined service encounters, employee behavior, and guest perceptions. Bitner et al. (1990) analyzed critical incidents in service interactions in their study called “Service Encounters: Diagnosing Favorable and Unfavorable Incidents”. They found that employees' feelings of responsibility, empathy, and emotional conduct were the most influential factors that shape guest evaluations of service quality. Brownell (2020) examined leadership practices in the hospitality organizations in his study “Fostering Service Excellence through Leadership”. He found that hotels that focus on employee development, empowerment, and support achieved higher service quality ratings and guest satisfaction scores. The study provided evidence about how service excellence is closely tied to how employees are managed and supported. Coronel (2025) in his study “Exploring Service Excellence: A Review of Hospitality Service Quality Concepts” linked employee-centered practices to service excellence by using customer feedback and performance indicators. He found that service excellence is a collective result driven by consistent frontline employee performance instead of depending on service encounters only.

2.4 Conceptual Framework

This conceptual framework of this study is developed to show the relationship between associate wellbeing, associate engagement, supervisory support and service excellence. It focuses on the hospitality sector specifically at Marriott hotels in Ethiopia which are Marriott Executive Apartments Addis Ababa and Sheraton Addis, Luxury Collection Hotels. This framework combines different ideas from different theories like the job demand – resources, social exchange theory and other hospitality service management writings. It shows the important role of associate wellness and engagement in the delivery of outstanding service experience

Here, associate wellbeing serves as a core independent variable. This reflect that its main effect on shaping the attitude and behavior of an associate is very high. The above theoretical and empirical

reviews continue to state that wellbeing is a concept with different dimensions that include physical, psychological, emotional and social dimensions of wellbeing of an associate (Danna & Griffin, 1999; Wright & Cropanzano, 2000). Wellbeing is the main personal resource that will make associates to cope with job demands effectively, especially in the hospitality sector (Jones, 2024). Because in this sector associates face high emotional labor and continuous interaction with guests. According to the JD-R theory, despite this demanding nature of hospitality, associate wellbeing still represents a personal resource (Bakker & Demerouti, 2007). This resource help them to stay motivated and productive on their job.

As the main independent variable, associate wellbeing plays an important role on shaping the attitude and behavior of an associate is very high. The above theoretical and empirical reviews continue to state that wellbeing is a concept with different dimensions that include physical, psychological, emotional and social dimensions of wellbeing of an associate (Danna & Griffin, 1999; Wright & Cropanzano, 2000). Wellbeing is the main personal resource that will make associates to cope with job demands effectively, especially in the hospitality sector (Jones, 2024). From global hospitality studies, several empirical evidence show that employees who have higher well-being experience lower burnout, reduced their intention to leave the company, and stronger job attitudes. This behavior directly supports service excellence and guest satisfaction (Varga et al., 2021; Yu et al., 2024). From a hospitality point of view, treating employees as “internal customers” is considered a requirement for delivering excellent guest experience (Lashley, 2008; Brownell, 2020). This perspective aligns with Marriott International’s long-standing value called “putting people first.” This value promotes associate well-being as a key driver of service excellence.

Service excellence is the dependent variable in this study. It refers to the consistent delivery of high-quality and guest-centered service that meets or exceeds guest expectations in all service encounters (Lovelock & Wirtz, 2016; Coronel, 2020). Service strategy literature in the hospitality sector highlights that the quality and value of service are entirely dependent on guest perceptions. This makes frontline associates the primary creators of excellent service through the “moment of truth” during guest interactions (Carlzon, 1987; Brownell, 2020). This conceptual framework proposes a direct relationship between associate well-being and service excellence. This relationship is based on the reason that employees who are physically and psychologically healthy have the capacity to display empathy, responsiveness, and emotional strength while delivering service. Studies in hospitality show that well-being has a positive effect on service quality, guest satisfaction, and guest loyalty (Lee & Ok, 2019; Blackman et al., 2023).

Furthermore, the Guestology framework focuses on managing hospitality organizations from the guest’s point of view. This requires the employee’s emotional stability, motivation, and attentiveness to deliver personalized and memorable service experiences (Laval, 2004; Brownell, 2020). Associates who face less well-being may struggle to meet these expectations, failing to deliver excellent service and meet guest expectations.

The framework recognizes that the expected effect of associate wellbeing on service excellence is not often purely linear. Instead, associate engagement is introduced as a mediating variable that explains how and why associate well-being affects the delivery of excellent service. Associate engagement is commonly defined as a positive, fulfilling, work-related state characterized by an energetic, dedicated, and absorbed employee (Schaufeli & Bakker, 2003). Engagement theory and several other researchers suggest that wellbeing boosts employees' energy levels, emotional connection to work, and their focus, which in turn increases engagement (Bakker et al., 2007; Carter et al., 2018).

Studies on the hospitality industry support the mediating role of associate engagement. Bhardwaj and Kalia (2020) in their studies found that engaged hotel employees show significantly higher levels of task and contextual performance. Both performances are essential components in delivering excellent service. Similarly, studies on proactive service performance show that engagement pushes frontline hospitality employees to go above and beyond their assigned role, deliver flexible service behaviors, and create "wow" moments for guests (Kim & Beehr, 2018, Predicting Proactive Service Performance, 2022). Therefore, this conceptual framework suggests that associate well-being increases service excellence indirectly through associate engagement, because as well-being fuels engagement, which in turn leads to high-quality service delivery. Supervisory support is included in the framework as a moderating variable, showing that wellbeing does not solely affect service excellence. Supervisory support refers to the extent to which employees' immediate supervisors give them guidance, assistance, feedback, and concern for their well-being in the workplace. In short, it is the degree of support they receive from their supervisors (Eisenberger et al., 2002; Majule, 2023). From the social exchange theory, employees who receive strong supervisory support are more likely to do the same through positive work behaviors, higher performance, and stronger commitment (Blau, 1964). Empirical studies in the hospitality industry show that supervisory support protects employees from job stress by strengthening their resilience and service performance, especially in high-demand service environments (Nehemiah Majule, 2023; Han et al., 2020). In the JD-R framework, supervisory support is considered a main job resource that increases the positive effects of personal resources such as well-being. When supervisory support is high, associates are better able to leverage their well-being to deliver excellent service. On the contrary, when the environment has weak supervisory support, even employees with relatively high well-being may struggle to show their positive state in consistent service excellence.

By combining associate wellbeing, associate engagement, and supervisory support, the conceptual framework shows the interactive and dynamic nature of service delivery in the hospitality industry. The framework goes with the hospitality service strategy literature that gives emphasis to service excellence emerging from the interaction between people, processes, and organizational culture, rather than from isolated individual factors (Lovelock & Wirtz, 2016; Brownell, 2020).

In the Ethiopian hospitality context, the empirical research on employee well-being and service excellence is very limited. This framework provides a structured concept to examine how global

theories operate within a local organizational setting. By focusing on Marriott Executive Apartments Addia Ababa, this study contributes to relating the international hospitality theories within a developing country environment like Ethiopia.

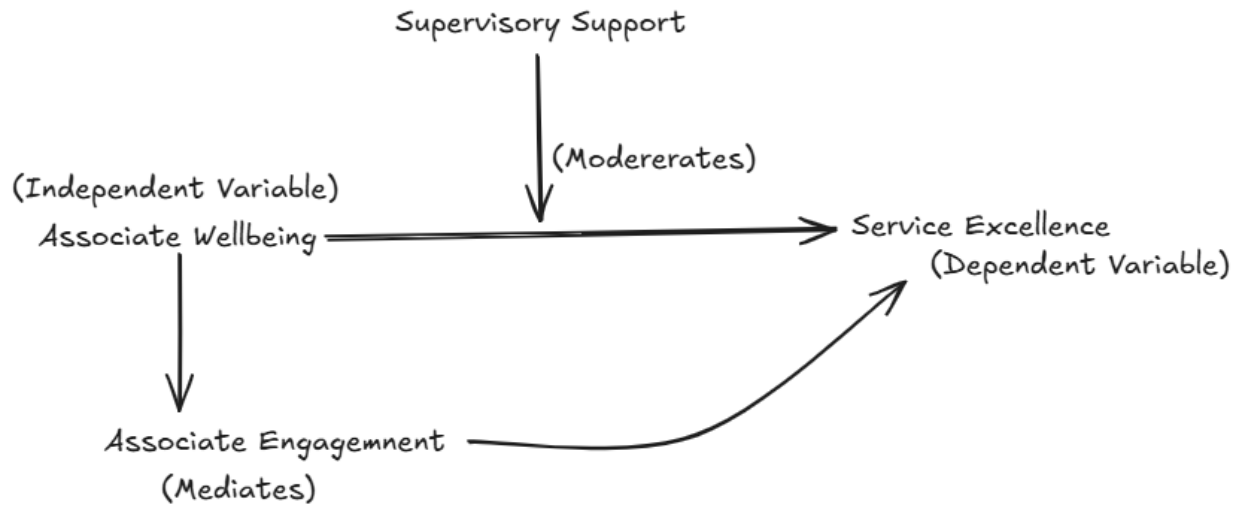


Figure 2. 1Conceptual Framework

List of variables:

Independent Variable: Associate Wellbeing

Mediator: Associate Engagement

Moderator: Supervisory Support

Dependent Variable: Service Excellence

2.5 Hypothesis

In the basis of this argument and evidence, thereof the study hypothesizes the following:

H1: Associate well-being has a positive effect on service excellence.

Theoretical models such as the JD-R model suggest that employee well-being serves as a key personal resource that helps employees cope with job demands and perform efficiently (Bakker & Demerouti, 2007). In hospitality settings, service quality is highly shaped by frontline interactions and emotional labor. Therefore, an associate's physical and psychological well-being is directly affected by their ability to deliver consistent and high-quality service experiences (Brownell, 2020).

Empirical evidence supports this theoretical assertion. Wright and Cropanzano (2000) reported that employees experiencing higher psychological well-being tend to perform better. From their study in the hospitality industry, Yu et al. (2024) found that activities focusing on well-being have a positive effect on service delivery and guest-related results. Globally similar studies on wellness

show that investment in associate wellbeing helps enhance service quality and guest satisfaction (Jones, 2024).

H2: Associate well-being has a positive effect on associate engagement.

According to the engagement theory by Kahn's (1990), employees tend to engage in their work mentally, emotionally, and physically when they experience well-being. This well-being is linked to feeling psychologically safe and finding one's job meaningful. Furthermore, the JD-R model explains that well-being improves motivation by helping employees invest their energy into their work roles (Bakker & Demerouti, 2007).

Empirically, several studies prove that well-being is a strong factor affecting employee engagement. In their study of hospitality employees, Lee and Ok (2019) found that well-being highly increases the level of engagement, which then improves service-related behaviors. Yu et al. (2024) also found that employees who work in supportive and healthy environments have more energy, dedication, and focus.

H3: Associate engagement has a positive effect on service excellence.

From a theoretical perspective, engagement theory implies that engaged employees invest effort, show emotional adjustment, and actively contribute to service quality (Kahn,1990). In the hospitality contexts, where "moments of truth" define guest insights, engaged associates are more likely to give personalized, attentive, and practical service (Carlzon, 1987; Brownell, 2020).

Empirical research strongly supports this relationship. Harter et al. (2002) found that associate engagement is positively connected to customer satisfaction and service quality in service organizations. Studies specifically in the hospitality sector, like Bhardwaj and Kalia (2021), have validated that engaged hotel employees experience higher contextual and task performance. In addition, Lee and Ok (2019) demonstrated that engagement significantly predicts service excellence and guest-focused behaviors in the hospitality industry.

H4: Associate engagement mediates the relationship between associate wellbeing and service excellence.

Theoretically, engagement acts as a motivational mechanism through which personal resources such as wellbeing translate into performance outcomes (Bakker & Demerouti, 2007). Wellbeing alone may not automatically result in superior service unless it energizes and motivates associates to become engaged in their work roles.

Scientific studies ensure this mediating process. Lee and Ok (2019) show that engagement mediates the interaction between service quality in hotels and employee well-being. Similarly, Yu et al. (2024) found that wellbeing improves service outcomes indirectly through increased engagement levels. These ideas suggest that engagement explains how wellbeing affects service excellence

H5: Supervisory support moderates the relationship between associate wellbeing and engagement

From a theoretical standpoint, social exchange theory suggests that when employees receive support from their supervisors, they, in turn, show positive attitudes and behaviors (Blau, 1964). Supervisory support acts as a job resource that can improve the positive effect of wellbeing on service delivery. It provides guidance, recognition, and emotional support for the employees (Eisenberger et al., 2002).

Empirical hospitality research supports this moderating role. Majule (2020) found that supervisory support reduces job stress and enhances employee performance in service organizations. Rhoades and Eisenberger (2002) also demonstrated that perceived supervisor support strengthens the relationship between employee wellbeing and work outcomes. In demanding hospitality environments, high supervisory support has been shown to amplify the positive impact of wellbeing on service delivery and excellence.

Chapter 3: Research Methodology

3.1 Research Approach

This study used a quantitative research approach. This approach typically involves numbers, closed-ended questions and responses. Quantitative research tests variables against objective theories, usually measured and collected on instruments, and analyzed using statistical procedures (Creswell, 2014; Saunders, Lewis, & Thornhill, 2019). The study brings its focus on measurable variables such as associate wellbeing, associate engagement, supervisory support, and service excellence. All of these variables can be put into operation using numerical indicators and analyzed via statistical techniques.

The quantitative approach helps the researcher to measure and analyze the strength, direction, and significance of relationships between different variables objectively. This helps the study to be truer and makes the results easier to apply to other situations. Researchers mainly used quantitative methods in their previous hospitality studies about employee wellbeing, engagement, leadership support, and service excellence. This is because these methods are suitable for testing hypotheses and understanding cause-and-effect relationships (Harter, Schmidt, & Hayes, 2002; Bakker & Demerouti, 2017).

3.2 Research Design

Using the quantitative approach, the study applied an explanatory research design. Explanatory research design is used to show the cause-and-effect relationships between variables and also to explain how and why some phenomena occur (Sekaran and Bougie, 2016; Kothari,2004). This design is especially important for the current study because it explains the effect of associate wellbeing on service excellence as well as the mediating role of associate engagement and moderating role of supervisory support in the wellbeing and service excellence relationship.

Explanatory research design goes beyond just description, it aims to test ideas and relationships based on existing theories like the JD-R model, social exchange theory, and service-profit chain (Bakker & Demerouti, 2007; Blau, 1964; Heskett et al., 1994). All these theories suggest that having good employee resources and a supportive work environment can affect how engaged and well employees perform. Therefore, using an explanatory research design helps to better understand these connections.

3.3 Study Area

The study is applied in the leading international hospitality operators in Ethiopia, Marriott Executive Apartments Addis Ababa and Sheraton Addis, Luxury Collection Hotels. As part of Marriott International, these hotels operate under the company's global philosophy of putting people first. This philosophy focuses on the effect of associate wellbeing, engagement, and supportive leadership on service excellence. The selected study area provides a relevant context

for examining the proposed relationships. Associates are exposed to high service demands, continuous guest interaction, and varying levels of supervisory support, all of which are typical behaviors of the hospitality industry.

3.4 Target Population

The target population includes permanent associates who work at Marriott Executive Apartments Addis Ababa and Sheraton Addis, Luxury Collection Hotels across all departments, job grades, and tenure levels. This consists of associates from operational and support departments, which include front office, housekeeping, kitchen, food and beverage, loss prevention, information technology, admin and general, finance, engineering, sales and marketing, and human resources.

All front-of-the-house and back-of-the-house associates are included because in hospitality, service excellence is influenced not just by frontline employees but also by back-of-the-house staff who support service delivery processes (Brownell, 2010; Coronel, 2020).

3.5 Sample Size and Sampling Technique

This study employed a systematic sampling technique, whereby associates working at Marriott Executive Apartments Addis Ababa and Sheraton Addis, Luxury Collection Hotels will be included in the study. First they will be grouped according to their respective hotels and departments so that they can represent all functional areas. Then the samples sizes were distributed in a balanced proportion of their number of associates in their respective department. After determining these details a complete list of associates was obtained from the Human Resource departments of Marriott Executive Apartments Addis Ababa and Sheraton Addis. The sampling interval (k) was calculated by dividing the total population by the required sample size. A random starting point was selected, and every k^{th} associate was chosen until the required sample size for each department was achieved (Creswell & Creswell, 2018; Saunders et al., 2019).

The population number consists of 165 associates working at Marriott Executive Apartments Addis Ababa and 500 from Sheraton Addis, Luxury Collection Hotels. To determine the appropriate sample size, Yamane's (1967) formula was applied, as it is widely used in social science research to calculate sample sizes from a known and finite population. The total population of the study consists of 665 employees drawn from both hotels. Using a 95% confidence level and a 5% margin of error, the sample size was calculated to give a sample size of n=252.

3.6 Method of Data Collection

Data was collected using a structured self-administered questionnaire. The questionnaires have closed-ended questions measured on a Likert scale, established and validated measurement scales from previous hospitality and organizational studies are adapted to enhance reliability and validity (Schaufeli et al., 2002; Eisenberger et al., 2002; Lee & Ok, 2019).

3.7 Data Analysis Techniques

Collected data were analyzed using computer software known as the Statistical Package for the Social Sciences (SPSS). Frequencies, percentages, means, and standard deviations, such as descriptive statistics were used to summarize respondent characteristics and key variables. Inferential statistics includes correlation analysis to examine relationships among variables, multiple regression analysis to test direct effects, mediation analysis to examine the mediating role of associate engagement, and moderation analysis using PROCESS Macro to assess the moderating role of supervisory support. These techniques are consistent with the explanatory nature of the study and widely applied in hospitality and organizational behavior research.

3.8 Reliability and Validity

Reliability refers to the consistency or stability of measurement. A reliable test or instrument means that the respondent will get the same score on repeated testing, as long as no other factors affect the score (Segal & Coolidge, 2018). While validity concerns when an instrument accurately measures any prescribed variable, it is considered a valid instrument for that particular variable (Hair et al., 2019). For this study, reliability is assessed using Cronbach's alpha, with values of 0.70 or higher considered acceptable. Content and construct validity are checked by implementing established measurement scales and aligning questionnaire items with theoretical definitions and previous empirical studies.

3.9 Ethical Considerations

Ethical approval was received from the relevant academic authority. Only voluntary participation will be conducted, and the privacy of the participants is protected. There will be no personal identifier question in the questionnaires, and the collected data will be used for academic purposes only. Additionally, permission will also be requested from Marriott Executive Apartments Addis Ababa and Sheraton Addis, Luxury Collection Hotels management.

Chapter 4: Data Analysis, Results, and Discussion

4.1 Introduction

This chapter shows the results of the data analysis and structural interpretations of the quantitative data collected in order to examine the influence of associate wellbeing on service excellence, the mediating role of associate engagement, and the moderating role of supervisory support in the relationship between associate wellbeing and service excellence. The data were collected from associates working at one of the premium hospitality chains, Marriott International brands in Ethiopia, specifically Marriott Executive Apartments Addis Ababa and Sheraton Addis Luxury Collection Hotels.

A questionnaire was administered to these two hotels, and the collected data were coded, entered, and analyzed using the Statistical Package for Social Science (SPSS) version 26 and PROCESS Macro version 4.2. Before the hypothesis testing, the data were screened and assessed for reliability and normality. Reliability analysis was conducted using Cronbach's Alpha, while normality was assessed using skewness and kurtosis statistics. Descriptive statistics were used to summarize the demographic characteristics of respondents and the distribution of the study variables.

Furthermore, Pearson correlation analysis was conducted to examine the relationship among associate wellbeing, associate engagement, supervisory support, and service excellence. Multiple regression analysis was employed to assess the predictive influence of the independent variables on service excellence. Multicollinearity test were performed to verify the absence of significant collinearity among the explanatory variables. Finally, advanced structural path analysis is executed using Andrew F. Hayes' PROCESS macro framework. This involves the application of Model 1 and 4 to examine the moderating effect of supervisory support and the mediating effect of associate engagement on the relationship between associate wellbeing and service excellence, respectively.

4.2 Reliability and Validity Analysis

Reliability analysis was conducted using Cronbach's Alpha to check the internal consistency of the measurement scales. It measures whether the items under each variable are consistently measuring the same concept or not. For each of the four variables, associate wellbeing, associate engagement, supervisory support and service excellence, Cronbach's alpha (α) coefficient were computed. By using this measurement, we can guarantee that the measurement scales give stable and consistent score across respondents. This will effectively minimize the distorting influence of random measurement error (Nunnally & Bernstein, 1994; Saunders et al., 2019).

According to Nunnally (1978), who established the widely cited foundational threshold rules and later reaffirmed by Nunnally and Bernstein (1994), a Cronbach's alpha coefficient value equal to or exceeding 0.70 serves as the standard baseline threshold. This value determines the decision for accepting a scale as internally consistent and statistically sound in exploratory and applied social

science research. As stated in Table 4.1 below, all four specific measurement scales used across the combined sample of the Marriott Executive Apartments Addis Ababa and the Sheraton Addis clearly exceeded these rigorous academic benchmarks:

No_	Variable	Number of Items	Cronbach's Alpha	Interpretation
1	Associate Wellbeing	5	**0.776**	Acceptable Reliability
2	Associate Engagement	6	**0.826**	Good Reliability
3	Supervisory Support	5	**0.896**	Very Good Reliability
4	Service Excellence	5	**0.746**	Acceptable Reliability

1Table 4.1 Cronbach's Alpha Test [Source: Author's own SPSS Interpretation summary]

Since all four variables have alpha values above 0.70, they meet the commonly accepted reliability threshold suggested by Nunnally and Bernstein (1994) and Hair et al. (2019).

4.3 Descriptive Statistics

4.3.1 Demographic Data

A total of 252 associates from Marriott properties in Addis Ababa participated in this study. To provide a profile of the respondents, demographic information was gathered about their organization, gender, age, department, and length of service. The demographic characteristics of the respondents are presented in Table 4.2 below. The examination of these characteristics helps us to understand the composition of the sample and measure its representativeness for investigating the effect of associate wellbeing on service excellence.

Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	135	53.6
	Female	117	46.4
	Total	**252**	**100**
Age	Below 25	19	7.5
	25–34	93	36.9
	35–44	101	40.1
	45 and above	39	15.5
	Total	**252**	**100**
Organization	Sheraton Addis, a Luxury Collection Hotel	186	73.8
	Marriott Executive Apartments Addis Ababa	64	25.4
	Missing Response	2	0.8
	Total	**252**	**100**

Department	Kitchen	53	21
	Food & Beverage	43	17.1
	Loss Prevention	37	14.7
	Housekeeping	35	13.9
	Front Office	34	13.5
	Engineering	21	8.3
	Sales & Marketing	10	4
	Finance	9	3.6
	IT	4	1.6
	HR	4	1.6
	Admin and General	2	0.8
	Total	**252**	**100**
Length of Stay at Marriott	Less than 1 year	10	4
	1–3 years	41	16.3
	4–6 years	65	25.8
	7–10 years	74	29.4
	10+ years	62	24.6
	Total	**252**	**100**

2Table 4.2: Demographic Profile of Respondents(Source: Author's Own SPSS Interpretation)

Table 4.2 shows the demographic representation of the 252 associates who participated in the study. Regarding organizational distribution, the majority of the respondents were from Sheraton, accounting for 186 or 73.8% associates, while 64 or 25.4% respondents were from Marriott Executive Apartments. 2 respondents (0.8%) did not mention their organization.

Regarding the gender distribution, out of all respondents, 135 respondents were male, making up about 53.6%, while 117 respondents 46.4% were female. This indicates that the overall gender distribution is balanced. When it comes to age, the largest group is people aged 35-44 years, representing around 40.1%, followed by the 25-34 years age group making up about 36.9%. Respondents over 45 years old is 15.5% of the sample, and the smallest group is those under 25 years, making up 7.5% of the total population.

In terms of departmental distribution, 21% of the respondents were from the kitchen department, which was the highest number of the total respondents. Followed by Food and Beverage 17.1%, Loss Prevention 14.7%, Housekeeping 13.9%, and Front Office 13.5%. The remaining respondents were distributed across Engineering, Sales and Marketing, Finance, IT, HR, and Admin and General departments.

Regarding their tenure at Marriott, 29.4% of the respondents had worked at Marriott for 7 – 10 years, 25.8% worked for 4-6 years, 24.6% worked for more than 10 years, 16.3% worked for 1-3 years, and 4% worked less than 1 year. These results show that experienced associates from

Sheraton Addis and Marriott Executive Apartments Addis Ababa are the majority of respondents. The diverse distribution of the data shows the representativeness of the sample size that examines the effect of associate wellbeing on service excellence.

4.3.2 Mean and Standard Deviation of Variables

Descriptive statistics are statistical tools that are used to provide a meaningful summarization of the key features of a set of data. Descriptive statistics are used to provide an overview of the data set quantitatively through describing measures of central tendency, dispersion, and shape of distribution. Measures of central tendency include the mean, variance, and standard deviation. The mean is used to measure the average value of the observations in a set of data, whereas variance and standard deviation show how spread out the observations are from the mean. Lastly, skewness describes the symmetry or lack thereof in the data set. All these tools are used to give researchers an overview of the behavior of data sets (Field, 2018; Pallant, 2020). The full descriptive summary of the study is presented in Table 4.3.

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
AENG	252	2.00	5.00	4.2632	.59486	-1.289	.153	1.946	.306
SSUP	252	1.40	5.00	3.9683	.83353	-.990	.153	.530	.306
SERVEX	252	2.80	5.00	4.5571	.44389	-1.420	.153	2.500	.306
AWB	252	1.20	5.00	3.9579	.71499	-.996	.153	.942	.306
Valid N (listwise)	252								

3Table 4.3: Descriptive Statistics of Variables [Source: Author's own SPSS Interpretation]

To interpret the primary data gathered through the 5-point Likert scale where 1 is for strongly disagree and 5 is for strongly agree, a continuous scale of mean scores was calculated. The width of the interval is determined through calculating the range of the scale by subtracting the minimum from the maximum and then divided by the maximum value which gave us a value of 0.8 (Al-Sawalqa, 2020). Based on this interval, the following rule of thumb is applied to interpret the mean scores for variables such as associate wellbeing, engagement, supervisory support, and service excellence:

- 1.00 - 1.80: Very low
- 1.81 - 2.60: Low
- 2.61 - 3.40: Moderate
- 3.41 - 4.20: High
- 4.21 - 5.00: Very high

The findings indicate that all study variables recorded mean scores above the midpoint of the five-point Likert scale, suggesting generally favorable perceptions among respondents.

As we can see from the table, all the 4 variables: associate wellbeing, associate engagement, supervisory support, and service excellence have a mean score above the midpoint of the five-point Likert scale. Service excellence is the first variable in ranking according to mean scores, with the highest mean of 4.56 (SD=0.44). This indicates associates strongly agreed that a high standard of service excellence is practiced in their organizations. The relatively low standard deviation shows a high level of consistency in associates' perception of service quality and performance. A mean of 4.26 (SD = 0.59) is scored as the second highest by Associate Engagement. This result shows that associates identified themselves as highly engaged, enthusiastic, and committed to their work and organization. A moderate standard deviation of 0.59 means respondents relatively share a similar view on their level of engagement. Supervisory support has shown a mean of 3.97 but has the highest standard deviation of 0.83. This result shows that associates generally agree they receive supervisory support, but it indicates that their perception has great variation. Lastly, associate wellbeing recorded a mean score of 3.96 and SD = 0.71, suggesting that associates generally think their overall wellbeing is positive. The standard deviation indicates moderate consistency among associates' perceptions. Overall, the mean and standard deviation results show that respondents report a positive perception of all studied variables.

4.4 Inferential Statistics

4.4.1 Correlation Analysis

In order to check the direction, strength, and significance of the relationships between the four study variables, Pearson correlation analysis was applied to them. According to Cohen (1988), the result of the correlation coefficients between 0.1 and 0.29 shows a weak relationship, 0.3 to 0.49 indicate a moderate relationship, and 0.5 and above shows a strong relationship. Below in Table 4.4, the result of the correlation analysis is shown.

Correlations

		Engagement	SupervisorySupport	ServiceExcelence	AssociateWellbeing
Engagement	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	252			
SupervisorySupport	Pearson Correlation	.583***	1		
	Sig. (2-tailed)	<.001			
	N	252	252		
ServiceExcelence	Pearson Correlation	.700***	.539***	1	
	Sig. (2-tailed)	<.001	<.001		
	N	252	252	252	
AssociateWellbeing	Pearson Correlation	.678***	.474***	.559***	1
	Sig. (2-tailed)	<.001	<.001	<.001	
	N	252	252	252	252

***. Correlation is significant at the 0.001 level (2-tailed).

4Table 4.4: Correlations [Source: Author's own SPSS Interpretation]

Table 4.4: Correlations The results showed that associate wellbeing was both positively and significantly correlated with associate engagement getting a result of r=0.678, p<0.001. This means that they have a strong positive relationship, suggesting that if associates feel very well in their work environment, they tend to be more engaged in their work. The same is true for associate wellbeing; it was found to be positively and significantly correlated with service excellence, with a result of r=0.559 and p<0.001. These results indicate that when there is an improvement in the wellbeing of associates, the quality of service to be delivered will be higher. Associate engagement also shows a strong positive relationship with service excellence, with r = 0.700 and p < .001. This value shows the strongest correlation between the variables we are studying. It suggests that highly engaged associates show a higher level of delivering excellent service in their organization. Lastly, the correlation result for supervisory support also shows a positive and significant relationship with service excellence, with r=0.539 and p<0.001. In addition to this, supervisory support was found to be correlated not just with service excellence but also with both associate wellbeing and associate engagement. This result tells us that supportive supervisors have a big influence on the associates' attitude and workplace experiences. Overall, the correlation results from our studied variables were both positively and significantly related to one another. This result justifies our conceptual framework to run further analysis through the study.

4.4.2 Test for Assumptions

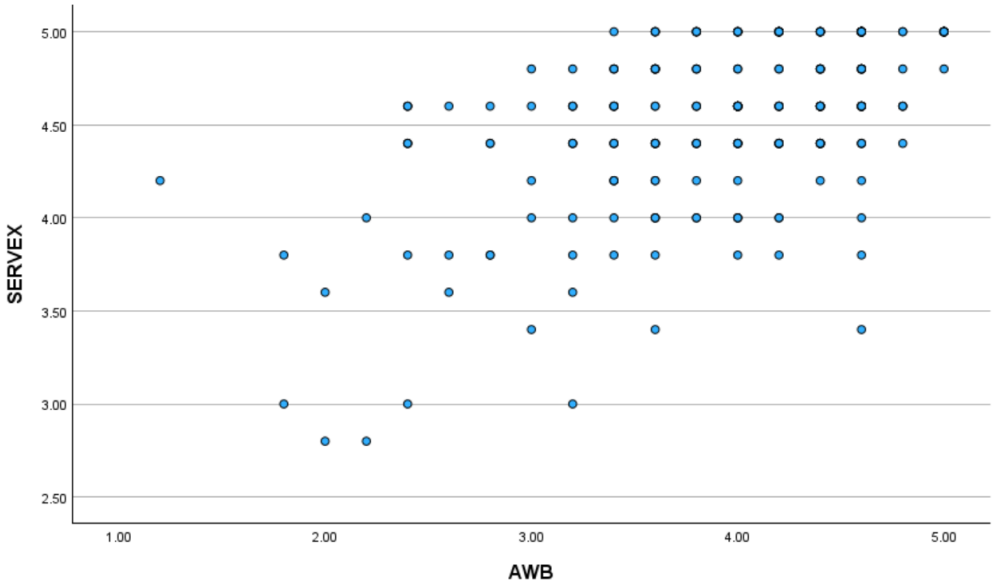
A. Test of Linearity

One of the five assumptions before running a linear regression analysis is linearity test. This assumption tests if the relationship between independent variables, which are associate wellbeing,

associate engagement and the dependent variable of service excellence can be effectively modeled by a straight line. This will help us to make sure that the linear regression model got the true nature of the data without any misrepresentation or underestimation of these relationships. According to Field (2018), linearity was assessed simply by looking at the bivariate scatter plots. Linear relationship is confirmed if the data points cluster with a visible straight diagonal line. If the line is curved or has a random pattern, this shows the violation of this assumption. The result of the scatter plot for each independent variable against service excellence are presented and interpreted below.

1. Associate Wellbeing Vs Service Excellence

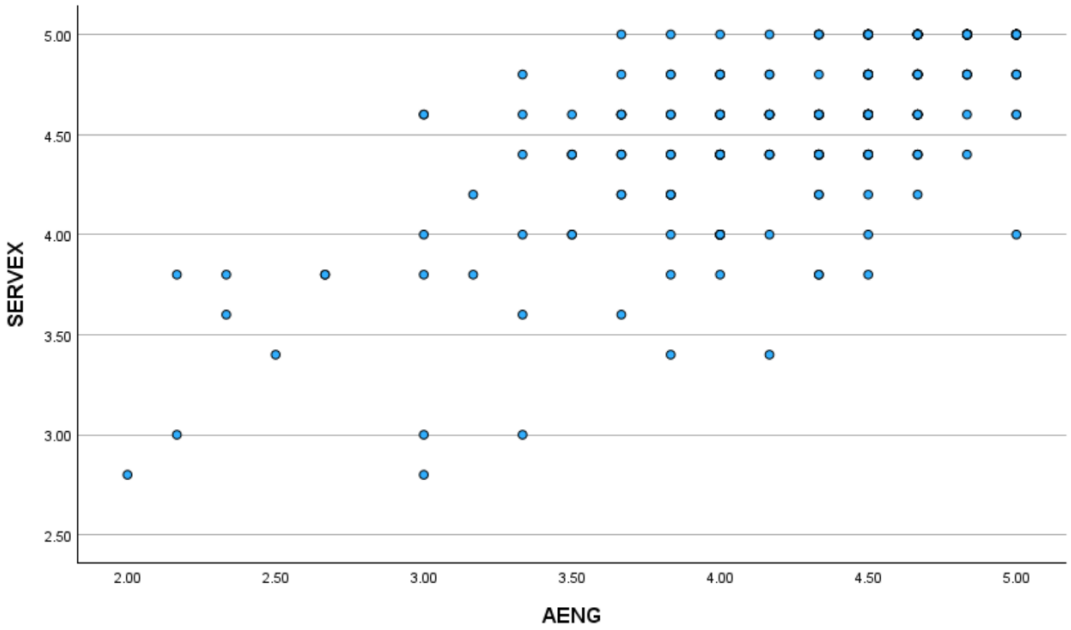
2Fig 4.1 Scatter plot of AWB and SERVEX [Source: Author's own SPSS Interpretation]



The graph above shows the scatter plot evaluation of the relationship between associate wellbeing and service excellence. The data points move from the bottom left to the top right corner, which shows a clear upward and positive relationship between the two variables. When the score of associate wellbeing increases, the score for service excellence also continuously increases as well. Therefore, the assumption of linearity between associate wellbeing and service excellence is fully satisfied.

2. Associate Engagement Vs Service Excellence

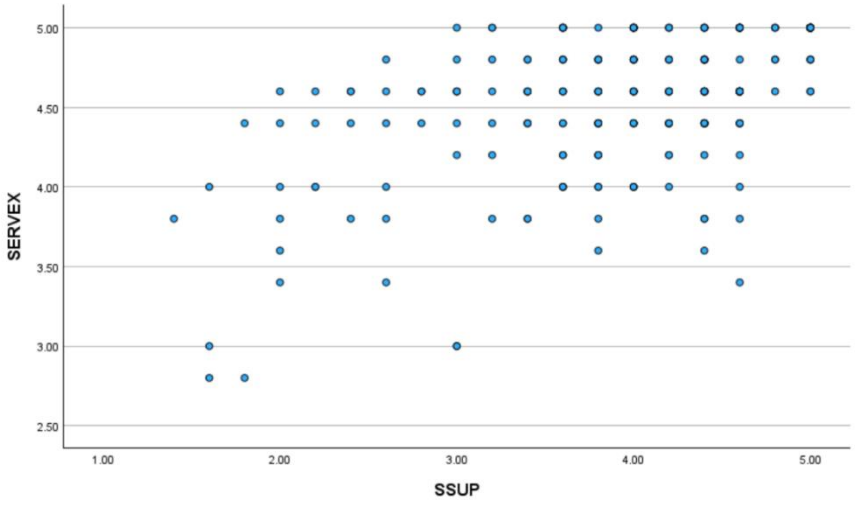
3Fig 4.2 Scatter plot of AENG and SERVEX [Source: Author's own SPSS Interpretation]



Here, the graph shows the scatter plot evaluation of the relationship between associate engagement and service excellence. The data cluster closely with a diagonal line from left to right, which shows a clear strong and positive relationship between the two variables. This plot shows the strongest and closest upward diagonal cluster when compared to the rest. This pattern shows that higher level of associate engagement is directly and linearly associated with the delivery of excellent service. Therefore, the assumption of linearity between associate engagement and service excellence is fully satisfied.

3. Associate Engagement Vs Service Excellence

4Fig 4.3 Scatter plot of SSUP and SERVEX [Source: Author's own SPSS Interpretation]



The graph shows the scatter plot evaluation of the relationship between supervisory support and service excellence. The data points look more spread out than engagement, but it still maintains a diagonal line without any curving and waving. Overall, this means there is a positive linear path between the two variables. Therefore, the assumption of linearity between supervisory support and service excellence is met and validated for the use of linear regression analysis.

B. Test of Normality

1. Statistical Indices – Skewness and Kurtosis

To check the normality of our data numerically, skewness and kurtosis value were analyzed from the descriptive statistics Table 4.3. It provides an understanding of the justification behind the use of non-parametric tests. The following is the interpretation of the skewness values (George & Mallery, 2019):

- When the skewness value is equal to 0, it indicates perfect symmetry.
- When skewness values are between -0.5 and 0.5, the data are symmetrical.
- When skewness values are between -1 and -0.5 and between 0.5 and 1, the data are moderately skewed.
- When skewness values are below -1 or above 1, the data are highly skewed.

Skewness

The outcome of all study variables shows negative skewness by giving a result that ranges from -1.420 to -0.990. This indicates that most of the responses were closer to the higher end of the scale. Service excellence and associate engagement recorded the highest negative skewness value, -1.420 and -1.289, respectively. Associate wellbeing and supervisory support recorded skewness values of -0.996 and -0.990, respectively. It indicates moderate negative skewness and suggests that respondents tended to provide positive evaluations of these questionnaires.

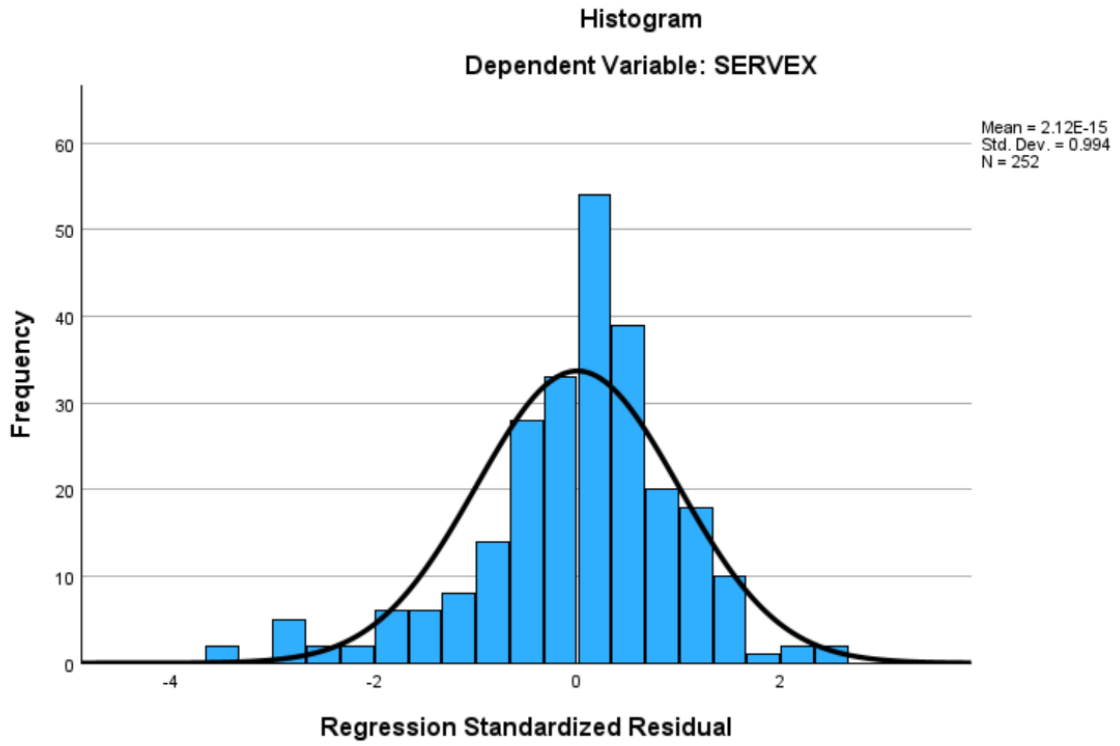
Kurtosis

When we come to the kurtosis result, service excellence has the highest value, 2.500, followed secondly by associate engagement, 1.946. Even though these responses were expected to be in a perfectly normal distribution, they were more concentrated around the mean. Supervisory support, 0.530, and associate wellbeing, 0.942, showed kurtosis values closer to zero. This suggests their distribution is more similar to a normal curve. Since all skewness values were within ±2 and all kurtosis values were within ±7, we can say that the data are mostly normally distributed.

2. Graphical Diagnostics – Histogram and Normal P-Plot

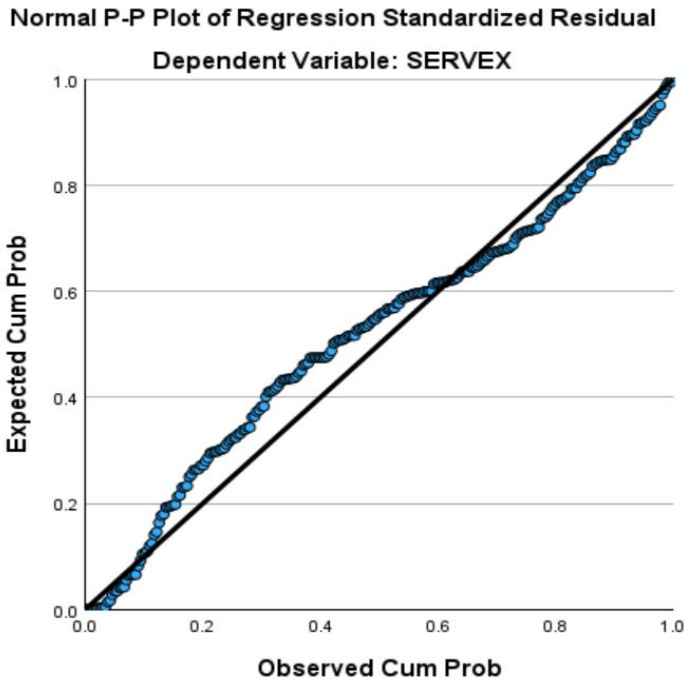
According to the study of Hair et al.(2019) and Field (2018), normality can be checked using both statistical indices like skewness and kurtosis and graphical methods like histogram and normal p-plot. In a large sample size like N=252, doing only numerical test might sometimes mask minor

localized distortions. Therefore, a graphical residual analysis was processed using standardized residual histogram and normal probability plot (P-Plot) as follows.



5Fig 4.4 Histogram of the standardized residuals [Source: Author's own SPSS Interpretation]

An ideal OLS model requires the error term to be gathered evenly around a mean of zero to show a constant and predictable variance. The graph above is the standardized residuals plotted against theoretically normal distribution curve showing that the distribution of the bars closely mirrors the superimposed symmetric, bell shaped Gaussian curve. The highest frequency of residuals is collected specifically at the center point, and then the frequencies diminish smoothly and evenly in both positive and negative directions. In addition, the graph indicates the mean of $2.12 \times 10^{-15,}$ which is almost equal to absolute zero and standard deviation of 0.994 which is rounding to 1. These results proved that the regression model do not suffer from systemic overestimation or underestimation bias. The errors shown are random, balanced and free from heavy-tailed or skewness distortions.



6Fig 4.5 Normal P-Plot [Source: Author's own SPSS Interpretation]

A Normal P-Plot was analyzed to further validate the distribution and make sure that no subtle abnormalities exist in the tails of the dataset. The graph maps the collective probability of the actual dataset's residuals against the cumulative probability of an identical and mathematically perfect normal distribution. The 45^0 diagonal line plotted from the bottom left to top right is the benchmark for perfect normality. The data points line up in an exceptionally tight sequence with diagonal line without any S-curves, systematic arched sags or heavy difference away from the baseline. The minor fluctuations are statistically negligible and completely expected in this kind of research.

C. Test of Multicollinearity

Before going to multiple regression analyses, we need to run multicollinearity diagnostics to check if the independent variables are highly correlated or not. Multicollinearity exists when two or more independent variables are highly correlated in a way that can distort the stability of the regression model. To assess the existence of multicollinearity in our study, Tolerance and Variance Inflation Factor (VIF) values were checked. According to Hair et al. (2019), if the tolerance value is greater than 0.10 and VIF value less than 10 shows that there is no multicollinearity between our variables.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	2.244	.142		15.782	<.001		
	AWB	.081	.037	.130	2.170	.031	.531	1.883
	AENG	.376	.049	.504	7.748	<.001	.452	2.212
	SSUP	.098	.029	.184	3.377	<.001	.648	1.542

a. Dependent Variable: SERVEX

5Table 4.5: Multicollinearity Diagnostics [Source: Author's own SPSS Interpretation]

The result from the test of multicollinearity shows that all values of tolerance are above the minimum threshold of 0.10 and the value of VIF is below the maximum threshold of 10. Specifically, the VIF result values of associate wellbeing were 1.833 and they were 2.212 for associate engagement and supervisory support, 1.542. The findings from the multicollinearity test clearly show that there was no concern of it in the study. The independent variables were not excessively intercorrelated in a way that affects the regression result.

D. Test of Autocorrelation

Another assumption of OLS is a test for autocorrelation to further validate the error terms associated with any two observations must be completely independent. If this assumption is violated and a series correlation occurs, then the standard errors of the regression coefficients will be underestimated. This change artificially increases the statistical significance, t-statistics and p-values, in turn increasing the risk of Type I errors (false positives) in the hypothesis testing. According to the empirical recommendations of Field (2018), the autocorrelation was evaluated using the Durbin-Watson statistic bounded by a range from 0 to 4. If the value is 2 it implies a zero autocorrelation, if the value approaches 0, it indicates a strong positive serial correlation and if the value is approaches 4, it indicates a strong negative serial correlation. Generally, according to the rule of thumb within quantitative business research, if the value falls between the threshold of 1.5 and 2.5, this means that the data is free from problematic autocorrelation.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.724[a]	.525	.519	.30784	1.610

a. Predictors: (Constant), AWB, SSUP, AENG

b. Dependent Variable: SERVEX

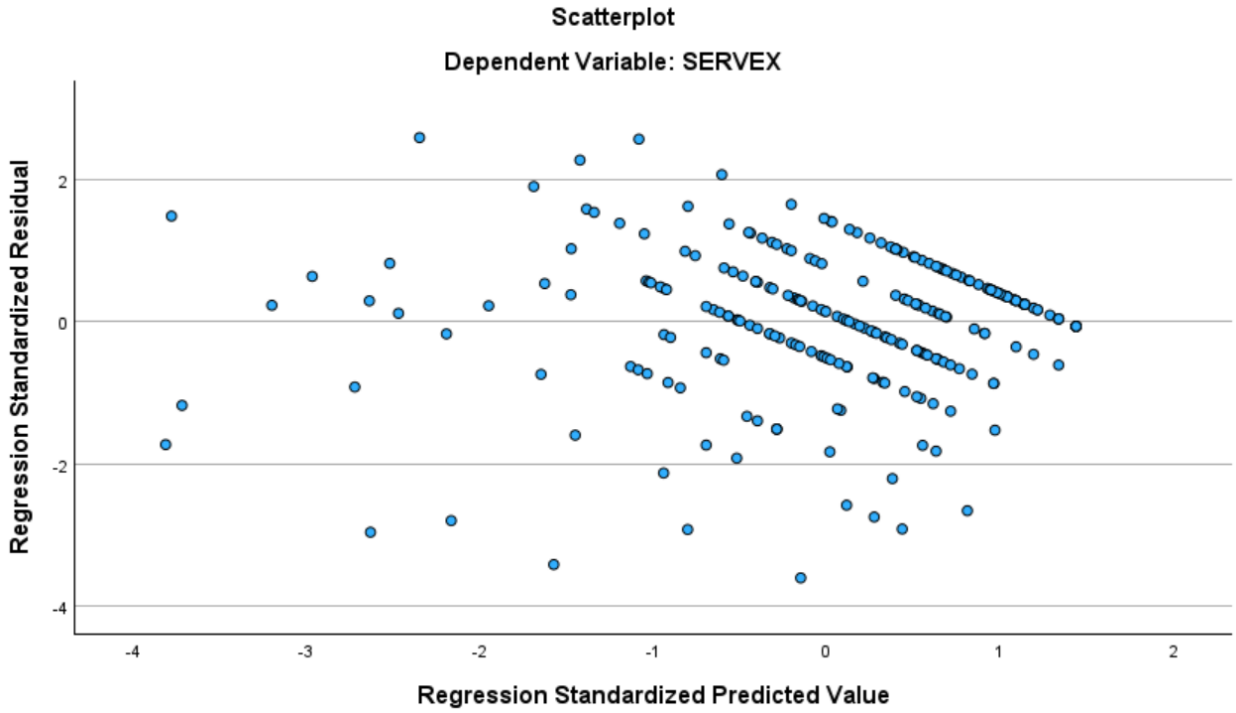
6Table 4.6 Autocorrelation [Source: Author's own SPSS Interpretation]

As we can see from the above table, the calculated Durbin-Watson statistic of this regression model is 1.61. This result is within the acceptable range of the statistical baseline, meaning first order autocorrelation is completely absent from the dataset. It confirms that each piece of data collected from associates in Marriott Executive Apartments Addis Ababa and Sheraton Addis is distinct and independent, showing the reliability of the standard errors and significance parameters in the final regression modeling.

E. Test of Homoscedasticity

The final assumption is a test for homoscedasticity. It requires that the variance of the error term stays constant through all predicted values of the dependent variable. If the variance of the residuals is unequal across the range of predictors it is called heteroscedasticity. The occurrence of this statistical flaw makes the standard errors computed for the regression coefficients systematically skewed. According to Hair et al. 2019) this issue invalidates the standard t-tests, distorting the p-values and risking flawed interpretations of the hypothesis.

To check this assumption visually, a residual scatter plot was generated by plotting the ZRESID – Regression Standardized Residuals on vertical Y-axis against ZPRED – Regression Standardized Predicted values on the horizonal X-axis. According to the study of Field (2018), if the data points are distributed themselves randomly and evenly across the plot area without creating any pattern, the assumption of homoscedasticity stays true. But, if there is a distinct geometric pattern like a curve, inward or outward funnel shape, this would signal the violation of homoscedasticity assumption.



7Fig 4.6 Homoscedasticity [Source: Author's own SPSS Interpretation]

The generated scatter plot in the above graph shows that the data points are dispersed relatively randomly across the upper and lower quadrants of the zero reference baseline. As we move from left side to the right side of the graph the vertical spread of the dots stays stable. There is no observable pattern or geometric configuration that indicates heteroscedasticity. On the scatter plot, the diagonal lines that are stacked with dots are an expected phenomenon in behavioral survey research. It occurs when the dependent variable is measured using a structured 5-point Likert scale that restricts responses to be specific numeric values. Because the overall boundaries of the residual spread remain uniformly distributed through the whole regression, we can conclude that the variance of the error terms is constant. Therefore, the assumption of homoscedasticity is fully satisfied, ensuring that the significance parameters that generated by the regression model are stable and accurate.

4.4.3 Multiple Regression Analysis

Hierarchical multiple regression analysis was conducted to examine the extent to which dependent variables - associate wellbeing, associate engagement and supervisory support influence service excellence. Regression analysis makes the assessment of the predictive power of independent variables on a dependent variable at the same time controlling for the effects of other variables in the model Hair et al. 2019). The analysis was performed in two stages.

Model 1: Effect of demographic factors on service excellence

In the first stage of the hierarchical regression analysis, a baseline model was established to evaluate the predictive capacity of the association's background on the dependent variables. These demographic variables include gender, age group, organization, department and tenure. This model allows the study to account for any variation in service excellence that stems purely from the diverse profiles of the workforce at MEA and Sheraton before assessing our core hypothesis.

Variable	Model 1 (β)	Model 2 (β)	Model 3 (β)	Model 4 (β)	Final B	Final t	Final p
(Constant)					2.533	11.228	<.001
Gender	-0.032	-0.033	-0.027	-0.032	-0.028	-0.716	0.474
Age	0.001	-0.03	-0.041	-0.034	-0.017	-0.745	0.457
Department	-0.137	-0.005	-0.001	-0.008	-0.001	-0.171	0.864
Tenure	-0.098	-0.08	-0.07	-0.069	-0.027	-1.534	0.126
Organization	-0.107	-0.023	-0.045	-0.04	-0.038	-0.889	0.375
AENG		0.694	0.574	0.496	0.37	7.469	<.001
SSUP			0.203	0.186	0.099	3.354	<.001
AWB				0.128	0.08	2.119	0.035
Model R^2	0.041	0.498	0.524	0.533			
ΔR^2	0.041	0.456	0.026	0.009			

7Table 4.7 Hierarchical stepwise regression summary result for Model 1 [Source: Author's own SPSS Interpretation Summary]

As shown in the model summary table above, Model 1 accounts for a minor variance in service excellence with R^2 value of 0.041. This value indicates that all demographic and property characteristics combined explain only 4.1% of the variance in service delivery outcomes. The overall model fit for this baseline stage was statistically insignificant with F(5,246) = 2.129, p=0.063. This proves that background parameters alone do not serve as meaningful predictors of service excellence.

An examination of the individual coefficients in Model 1 confirms this trend, gender (β=-0.032, p=0.610) age group (β=-0.001, p=0.982) tenure (β=-0.098, p=0.129) and organization (β=-0.107, p=0.089) cannot show statistical significance. Only department reached significance (β=-0.137, p=0.032). This suggests minor localized variations across functional areas before the primary behavioral constructs are considered for.

Model 2: Effect of associate wellbeing, engagement and supervisory support on Service excellence

In the second stage of the analysis, the core independent variables, associate wellbeing, associate engagement and supervisory support were introduced using a stepwise selection methodology to determine their incremental contribution to the baseline control model.

1. The entry of associate engagement – Model 2

When the stepwise algorithm evaluated the primary independent variable, which was associate engagement was selected as the primary and most powerful predictor. The result shows that the addition of associate engagement dramatically shifted the model's explanatory power. The R^2 values changed from 0.041 to 0.498, representing an obvious and highly significant R^2 change of 0.456, F change (1,245) = 222.702, p<0.001). This result proves that associate engagement alone explains an additional 45.6% of the variance in service excellence after controlling for all background noise. Therefore, the overall model became exceptionally stable.

2. The entry of supervisory support – Model 3

In the next sequential step, supervisory support met the statistical criteria for entry and was added to the equation. The addition of supervisory support leads to a statistically significant variance expansion, shifting the total R^2 to 0.524. This shows an incremental change in R^2 of 0.026, F change (1,244) = 38.404, p<0.001). Therefore, supervisory support explains an isolated 2.6% of the variance in service excellence. The overall model fit remained highly significant.

3. The entry of associate wellbeing – Model 4

In the final step of the regression sequence associate wellbeing was added into the model. This inclusion of wellbeing pushed the total R^2 to its highest point of 0.533. It indicates that the final combined model accounts for 53.3% of the total variance in service excellence F change (8,243) = 34.645, p<0.001). Therefore, wellbeing contributed a small but statistically meaningful incremental variation change adding a final 0.9% of explanatory power.

To summarize the final coefficient matrix for model 4 is presented as follows:

- Associate engagement retains its position as the most powerful determinant of service excellence (β=0.496, t=7.469, p<0.001)
- Supervisory support maintained strong, positive and statistically significant predictive impact (β=0.186, t=3.354, p<0.001)
- Associate wellbeing exerted a distinct, statistically significant positive influence (β=0.128, t=2.119, p=0.035)

Overall, once these 3 primary variables were active in the Model 4, every single demographic control variable became completely insignificant p>0.05. This shows that associate's background profiles like gender, age, tenure, department or specific hotel property have no meaningful effect on their service delivery standards when compared to the overwhelming influence of their engagement levels, the support they receive from their supervisors and their overall wellbeing.

4.4.4 Mediation Analysis (PROCESS Model 4)

By using PROCESS Macro version 4.2 (Model 4) developed by Hayes (2022), mediation analysis was conducted. This analysis was used to check whether associate engagement mediates the relationship between associate wellbeing and service excellence. To maintain empirical consistency with the primary regression models and address potential confounding factors, individual background demographics like gender, age, department, tenure and organization were entered simultaneously as baseline covariates. To assess the significance of the indirect effect, bootstrapping of 5,000 resamples and a percentile bootstrapping approach were applied.

```
Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .6940      .4816      .1879    37.9326     6.0000   245.0000      .0000

Model
              coeff         se          t          p       LLCI       ULCI
constant     2.4330      .2765     8.7996      .0000     1.8884     2.9776
AWB           .5512      .0387    14.2553      .0000      .4751      .6274
Gendr        -.0273      .0551     -.4956      .6206     -.1358      .0812
Age_grp       .0347      .0314     1.1048      .2703     -.0271      .0965
Dept         -.0295      .0100    -2.9495      .0035     -.0492     -.0098
Tenr         -.0025      .0246     -.1032      .9179     -.0510      .0459
Org          -.0650      .0595    -1.0920      .2759     -.1823      .0523

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OUTCOME VARIABLE:
 SERVEX

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .7150      .5112      .0991    36.4560     7.0000   244.0000      .0000

Model
             coeff         se          t          p       LLCI       ULCI
constant    2.5273      .2303    10.9737      .0000     2.0736     2.9809
AWB          .0979      .0380     2.5789      .0105      .0231      .1727
AENG         .4371      .0464     9.4233      .0000      .3457      .5285
Gendr       -.0340      .0400     -.8484      .3971     -.1128      .0449
Age_grp     -.0113      .0228     -.4931      .6224     -.0562      .0337
Dept        -.0021      .0074     -.2804      .7794     -.0166      .0125
Tenr        -.0301      .0179    -1.6825      .0937     -.0652      .0051
Org         -.0182      .0433     -.4190      .6756     -.1035      .0672

****************** DIRECT AND INDIRECT EFFECTS OF X ON Y ******************

Direct effect of X on Y
     Effect         se          t          p       LLCI       ULCI
      .0979      .0380     2.5789      .0105      .0231      .1727

Indirect effect(s) of X on Y:
         Effect     BootSE   BootLLCI   BootULCI
AENG      .2409      .0349      .1764      .3134
```

8Table 4.8: Mediation Analysis (Model 4) [Source: Author's own SPSS Interpretation]

1. Direct and total effect pathway

The first regression equation evaluated the direct impact of the independent variable on the mediator. As we can see from the result, associate wellbeing puts a massive, highly significant positive effect on associate engagement while holding all demographic and organizational background factors constant (path a: B=0.5512, se=0.0387, t=14.2553, p<0.001).

The second macro equation evaluated the simultaneous impact of both predictors on the final outcome. The structural path that link the mediator, associate engagement, to service excellence was found to be exceptionally powerful and reliable (path b: B=0.4371, se=0.0464, t=9.4233, p<0.001). This shows that highly engaged associates directly deliver high quality service.

When checking for the active presence of the mediator, the direct pathway tracking the unique effect of associate wellbeing on service excellence stayed distinct and statistically significant positive trajectory (path c: B=0.0979, se=0.0380, t=2.5789, p=0.0105). The total effect of wellbeing on service outcomes without the mediating mechanism active was also confirmed as positive and meaningful (path c: B=0.3388, se=0.0523, t=6.4820, p<0.001).

2. Bootstrap significance evaluation of indirect pathway

The definite structural test for mediation rests upon the bootstrap confidence intervals calculated for the combined indirect mechanism path (a x b). The unstandardized indirect effect of associate wellbeing on service excellence through the bridging role of associate engagement was quantified at 0.2409 (Bootse=0.0349). The generated 95% confidence parameters give a lower limit (BootLLCI) of 0.1764 and an upper limit (BootULCI) of 0.3134. Because this calculated confidence space is completely positive and does not equal zero within its boundaries, the indirect pathway is declared highly significant statistically.

Because the direct relationship (path c'=0.0979, p=0.0105) retained its standalone statistical value after isolating the mediator, the structural framework confirms a pattern of partial mediation. This implies that while using associate wellbeing possesses a direct, standalone link to increase service standards, its primary translation mechanism occurs by heavily stimulating an employee's deep engagement in their work responsibilities. This in turn optimize their downstream execution of service excellence across both hotel properties.

4.4.5 Moderation Analysis (PROCESS Model 1)

By using PROCESS Macro version 4.2 (Model 1) developed by Hayes (2022), moderation analysis was conducted. This analysis was used to check whether supervisory support moderate the relationship between associate wellbeing and service excellence. To maintain empirical consistency with the primary regression models and address potential confounding factors, individual background demographics like gender, age, department, tenure and organization were entered simultaneously as baseline covariates. All continuous independent variables and moderators were automatically mean centered prior to product term construction to eliminate potential multicollinearity issues. To assess the significance of the indirect effect, bootstrapping of 5,000 samples and a 95% confidence interval were applied.

Model Summary

R	R-sq	MSE	F	df1	df2	p
.6673	.4453	.1129	24.3794	8.0000	243.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	5.0836	.1714	29.6603	.0000	4.7460	5.4212
AWB	.2086	.0353	5.9109	.0000	.1391	.2782
SSUP	.1662	.0303	5.4929	.0000	.1066	.2259
Int_1	-.0867	.0295	-2.9352	.0037	-.1449	-.0285
Gendr	-.0370	.0428	-.8634	.3887	-.1213	.0474
Age_grp	-.0204	.0246	-.8276	.4087	-.0689	.0282
Dept	-.0083	.0078	-1.0681	.2865	-.0237	.0070
Tenr	-.0301	.0192	-1.5674	.1183	-.0678	.0077
Org	-.0979	.0470	-2.0839	.0382	-.1904	-.0054

Product terms key:

Int_1 : AWB x SSUP

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
X*W	.0197	8.6152	1.0000	243.0000	.0037

Focal predict: AWB (X)

Mod var: SSUP (W)

Conditional effects of the focal predictor at values of the moderator(s):

SSUP	Effect	se	t	p	LLCI	ULCI
-.7683	.2752	.0368	7.4750	.0000	.2027	.3478
.2317	.1885	.0376	5.0125	.0000	.1144	.2626
.7357	.1448	.0459	3.1564	.0018	.0545	.2352

9Table 4.9: Moderation Analysis (Model 1) [Source: Author's own SPSS Interpretation]

1. Evaluation of the interaction term

The regression model estimation revealed that both associate wellbeing (B=0.2086, t=5.9109, p<0.001) and supervisory support (B=0.1662, t=5.4920, p<0.001) function as strong and positive baseline predictors of service delivery outcomes. The newly generated interaction product term (Int 1: AWB x SSUP) emerged a highly significant statistically (B=-0.0867, se=0.0295, t=-2.9352 p=0.0037). The unique variance expansion test empirically verified that adding this single interaction configuration generated an incremental R^2 change of 0.0197 F(1,243)=8.6152, p=0.0037. This shows that the interplay between an associates wellbeing and their surrounding

supervisory support structure accounts for approximately 2% of the isolated variance in service excellence. This confirmed that supervisory support acts as a vital boundary condition

2. Simple slope and conditional effect analysis

To interpret the exact nature of this significant interaction, a conditional effect analysis was isolated at 3 distinct operational thresholds of the moderator. Low 16%, average 50%and high 84%.

- Low supervisory support (-0.7683): when associates receive minimal support from their supervisor, the positive relationship between their personal wellbeing and service delivery came to its absolute peak (B=0.2752, se=0.0368, t=7.4750, p<0.001)
- Average supervisory support (0.2317): at standard level of supervisory support, the relationship stays highly functional and positive (B=0.1885, se=0.0376, t=5.0125, p<0.001)
- High supervisory support (0.7357): when supervisory support is exceptionally abundant, the direct absolute reliance an individual wellbeing softens slightly, though remaining positive and significant (B=0.1448, se=0.0459, t=3.1564, p=0.018)

This pattern shows an organizational buffering or substitutive interaction mechanism. In conditions where supervisors did not provide support, service excellence becomes extremely fragile and dependent on the baseline wellbeing of the associate. Conversely, an environment rich in supervisory support acts as an institutional safety net, ensuring high service quality standards remain resilient and intact, even when an individual associate's subjective wellbeing fluctuates.

4.4.6 Combined Parameter Estimates

Following the separate evaluations of the baseline hierarchical regression, the mediation mechanisms, and the boundary interaction parameters, an integrated summary of the overall framework's parameter estimates was compiled. This parameter provides a holistic view of how individual behavioral resources, associate wellbeing and engagement, and organizational job resources, supervisory support, simultaneously operate to determine service excellence, while strictly accounting for the baseline control effects of gender, age, department, tenure and organizational context.

Based on the multi stage statistical analysis on Hayes PROCESS Models 1 and 4, the below structural equation is driven that represent the two operational pathway of this study.

Equation 1: $\text{AENG} = 2.4330 + \ 0.5512(AWB) + e$

Equation 2: $\text{SERVEX} = 2.5273 + \ 0.0979(AWB) + 0.4371(AENG) + e$

Equation 3: $\text{SERVEX} = 5.0836 + \ 0.2086(AWB) + 0.1662(SSUP) - 0.0867(AWBxSSUP) + e$

Where:

- SERVEX denotes service excellence, the dependent variable of the study;

- AWB denotes associate wellbeing, the independent variable;
- AENG refers to associate engagement, the mediating variable;
- SSUP refers to supervisory support, the moderating job resource;
- AWB X SSUP represents the multiplicative interaction term
- e is the error term showing the unobserved variance

According to the comprehensive statistical analysis, the direction, magnitude, and statistical relationships within this combined framework were determined. The narration of the parameter estimates is stated below:

- Associate engagement: This variable yielded a highly powerful estimate in the model both B=0.4371 with a t-statistic of 9.4233. The significance level is < 0.001, establishing it as the most dominant direct driver of service delivery.
- Supervisory support: This variable yielded an estimate B=0.1662 with a t-statistic of 5.4920. The significance level of < 0.001, indicating that active leadership support remains a critical and highly significant direct driver.
- Associate wellbeing: This variable yielded an estimate B=0.0979 with a t-statistic of 2.5789. The significance level is 0.0105, which continues to be statistically significant below the standard alpha threshold of 0.05.
- The interaction term of associate wellbeing and supervisory support: When tested together with the heavy direct transmission path of engagement, the interaction boundary term yielded an estimate (B of -0.0867 (t = -2.9352, p = 0.0037) introducing a critical 1.97% of unique variance expansion to the system. This negative interaction coefficient mathematically establishes a buffering mechanism, proving that high supervisory support effectively standardizes and protects service delivery excellence, shielding it from drops or fluctuations in an individual associate's baseline personal wellbeing.
- Error term (e): In this model, the error term captures the variance in service excellence not explained by the combined psychological and organizational resources. Given the strong final model multivariate R^2 of 0.5328, the error term represents 46.72% of the variance. This indicates that the integrated model holds more than half of the total variance in service quality, leaving 46.72% unexplained and open to external operational variables.

The findings clearly demonstrate how these interconnected factors determine ultimate service excellence within this research:

1. The primary role of associate engagement: associate engagement is the most vital determinant of service excellence. With a powerful positive coefficient of 0.4371, as

employee energy and professional dedication increase, the probability of achieving premium service quality spikes dramatically.

2. The dual support system: When evaluated as a single system, individual employee wellness (B = 0.5512) and active supervisor support (B = 0.1662) serve as essential direct pillars that work in a cycle with engagement, successfully explaining 53.3% of the luxury service standards achieved across Ethiopian Marriott hotel properties.

4.5 Discussion

4.5.1 Summary of Hypothesis

To test the relationships among associate wellbeing, associate engagement, supervisory support, and service excellence, this study proposed a series of hypotheses. These hypotheses were tested using Pearson correlation analysis, hierarchical linear modeling, and PROCESS Macro mediation (Model 4) and moderation (Model 1) analyses. Table 4.10 summarizes the results of the hypothesis testing.

Hypothesis	Path Description	Coefficients (B / β)	t-value / Bootstrap CI	Significance Level (p-value)	Empirical Result Status
H1	Associate Wellbeing → Service Excellence	B = 0.0979	t = 2.5789	p = .0105	**Fully Supported**
H2	Associate Wellbeing → Associate Engagement	B = 0.5512	t = 14.2553	p < .001	**Fully Supported**
H3	Associate Engagement → Service Excellence	B = 0.4371	t = 9.4233	p < .001	**Fully Supported**
H4	Associate Engagement significantly mediates the relationship between Associate Wellbeing and Service Excellence	Direct: 0.979 Indirect: 0.2409	Boot95% CI: [0.1764, 0.3134]	p = .0105 (Indirect: Sig.)	**Supported (Partial Mediation)**
H5	Supervisory Support significantly moderates the relationship between Associate Wellbeing and Service Excellence.	Interaction: -0.0867	t = -2.9352	p = .0037	**Fully Supported (Buffering Effect)**

10Table 4.10: Hypothesis Summary [Source: Author's own SPSS Interpretation]

H1: Relationship between associate wellbeing and service excellence

The null hypothesis H_0 was rejected, because the result of the test indicated that there was a statistically significant positive relationship between associate wellbeing and service excellence with a value of B = 0.0979, t = 2.5789, p = 0.0105. In other words, this means when the physical

health, psychological stability, and work-life balance of associates improve, even when adjusting associates demographic profile, the quality of luxury service they deliver across the properties will also be improved. This finding is heavily supported by the Job Demands-Resources (JD-R) model (Bakker & Demerouti, 2007), which suggests that when employees possess adequate personal and organizational resources like physical and emotional wellbeing, they are significantly better equipped to handle the high emotional labor and physical demands required to deliver consistent service excellence in the hospitality sector.

H2: Relationship between associate wellbeing and associate engagement

At the beginning of the structural analysis, associate wellbeing shows to be a highly significant positive determinant of associate engagement with a result of $B = 0.5512$, $t = 14.2553$, $p < 0.001$. This was the strongest direct effect assessed, with wellbeing accounting for 46.18% of the total variance in engagement. Therefore, the null hypothesis H_0 should be rejected. It means that protecting the wellness of associates is the biggest criteria for creating a workforce who is dedicated and highly energized. This statistical outcome directly reflects the findings of Karatepe and Karadas (2015), who argued that within the high stress environment of hotels, fundamental psychological and physical stability are the absolute prerequisites for cultivating genuine work engagement.

H3: Relationship between associate engagement and service excellence

The null hypothesis H_0 was rejected because the result $B = 0.4371$, $t = 9.4233$, $p < .001$ shows that there built a highly significant positive relationship between associate engagement and service excellence. Therefore, it brings us to the conclusion of engaged associates are more dedicated in delivering quality and luxury service for guests. This perfectly aligns with established literature on Social Exchange Theory (Saks, 2006). As previously established by Schaufeli and Bakker (2004), engagement is an active, psychological driver when associates feel valued, they naturally reciprocate through heigh commitment, directly giving extraordinary guest experiences.

H4: The mediating effect of associate engagement

The parameters of bootstrapping analysis confirmed that associate engagement acts as a partial mediator of the relationship between associate wellbeing and service excellence. Therefore, the mediation hypothesis of H4 was accepted and the null hypothesis H_0 was rejected. This conclude that engagement is the primary psychological variable translating wellness into high-quality service delivery. This confirms the theoretical pathway suggested by Bhardwaj and Kalia (2021), illustrating that wellbeing alone is not enough to guarantee service excellence, it must first be converted into active psychological engagement to be felt by the guest.

H5: The moderating effect of supervisory support

The conditional boundary interaction analysis showed that supervisory support significantly moderates the direct relationship between associate wellbeing and service excellence with a result

of B = -0.0867, t = -2.9352, p = 0.0037. Therefore, the null hypothesis H_0 should be rejected. The negative direction of the interaction parameter establishes an organizational buffering effect. Simple slopes analysis revealed that under low supervisory support, service excellence is highly vulnerable and heavily dependent on an individual employee's personal resilience (B = 0.2752, t=7.4750, p < .001). Conversely, under high supervisory support, the predictive slope flattens out (B = 0.1448, t= 3.1564, p = .0018) because a strong leadership infrastructure functions as a reliable safety net, maintaining high service standards and shielding guest experiences from fluctuations in individual employee wellness. This is a critical finding that strongly supports Leadership Member Exchange (LMX) theory. It proves that a strong leadership infrastructure functions as a reliable safety net. In luxury properties like Marriott, highly supportive supervisors provide immediate feedback and structural guidance that maintain high service standards, effectively shielding guest experiences from fluctuations in an individual employee's temporary personal wellness.

Chapter 5: Conclusion and Recommendations

5.1 Introduction

This chapter presents a summary of results from the investigation and analysis of this study. It presents the major findings and recommendations for future studies. The main idea of this study is to check whether the wellbeing of associates has a relationship with how well they deliver service at Marriott Executive Apartments Addis Ababa and Sheraton Addis, Luxury Collection Hotels. It also studied whether associate engagement mediates and supervisory support moderates the relationship between associate wellbeing and service excellence. All the conclusions and recommendations are presented based on the analysis and findings from the previous chapter.

5.2 Summary of Major Findings

The results showed that while rating the four main variables, associate wellbeing, associate engagement, supervisory support and service excellence, associates respond with positive responses. Service excellence got the highest score of all other variables while associate engagement being the second one. Associate wellbeing and supervisory support were also rated well, not just as high as service excellence and engagement. The reliability test proved that the tools used to collect data was reliable and clean to be examined more in the study.

When we look at the connection of these variables, it shows a positive relationship with each other. Associates with a good wellbeing result, shows higher engagement and better service delivery. At the same time, associates who experience a good supervisory support, tend to provide standard service indirectly. After processing regression, the results clearly shows that associate wellbeing as well as associate engagement has a positive impact on service excellence.

Hierarchical multiple regression analysis was applied to adjust demographic organizational covariates like gender, age, department, tenure and organization. The result showed that associate wellbeing has a statistically significant and direct positive effect on service excellence. Similarly, associate engagement showed the most dominant effect on the quality of service delivered.

Hayes PROCESS Model 4 mediation analysis proved that associate engagement serves as a partial mediator of the relationship between associate wellbeing and service excellence. This statistically means when personal wellness of an associate goes in a positive direction, it directly affect first their engagement level, and then this increasing engagement leads to better delivery of service for guests.

Hayes PROCESS Model 1 moderation analysis proved that supervisory support significantly moderates the direct relationship between associate wellbeing and service excellence. When supervisory support is added to the analysis, it increases the explanatory power of the variance in service excellence by 1.97%. Simple slope analysis clarifies this interaction as a buffering mechanism. Under low supervisory support, service excellence become very exposed and in

danger by completely depending on the associate's own resilience. On the other hand, under high supervisory support, the predictive slope gets flatter because here, strong support of supervisors is used as an operational safety net. Meaning, protecting service delivery and maintaining the standard of guest experience is the main responsibility of supervisors by helping their associates' wellbeing.

5.3 Conclusions

When we look at the findings of the study, it conclude that associate wellbeing is an important factor affecting service excellence at Marriott properties operating in Ethiopia. When associates feel well both physically and mentally, they tend to provide high quality of service.

The findings also shows that associate engagement was playing an important role in translating wellbeing into service excellence. Associates perform exceptional service when they feel valued, motivated and connected to their respective organization. Therefore, the relationship of associate wellbeing and service excellence is not only direct but also indirect through the increament of associate engagement. Additionally, it was found that supervisory support was an important organizational variable that affect service excellence. Supportive supervisors play an important role in shaping the relationship between associate wellbeing and performance.

The overall results support Marriott International's putting people first philosophy by providing empirical evidences. These evidences proved that people centered organizational practices have a positive significance to service excellence within Ethiopian hospitality context.

5.4 Recommendations

Based on the findings and conclusions of the study, the following recommendations are proposed:

5.4.1 Recommendations for hotel management

Management of Marriott Executive Apartments Addis Ababa and Sheraton Addis, Luxury Collection Hotels should continue focusing on programs, like Marriott's takecare programs, that support associate wellbeing. Both physical and mental wellness activities should get focus. Associates' work-life balance and stress management methods should be assisted. Managements should be more supportive in strengthening programs that engage associates. These programs might be recognition and reward system, career development paths, continuous learning and training programs, and participating associates in major decision of the organization. These programs will make associates feel more valued and engaged in their work place.

5.4.2 Recommendations for supervisors and department leaders

Since supervisors are more closer to the associates, they should be equipped with leadership skills that will in turn help them to support, coach and guide associates under their supervision. Regular training programs about supportive leadership, communication, emotional intelligence, and employee development should be given for supervisors. Department heads should focus on

maintaining open communication channels. This is very crucial in creating a supportive work environment where associates feel respected, valued, and encouraged and perform their best.

5.4.3 Recommendations for HR practitioners

HR departments in an organization should include wellbeing and engagement programs into their strategy of people management. Regular pulse surveys should be held to clearly monitor wellbeing and engagement levels and point out improvement areas. HR practitioners should make sure that Marriott's people first philosophy is continuously implemented across all departments in the organization.

5.4.4 Recommendations for Marriott Hotels

Findings from the study shows that Marriott International's people first philosophy has positively contributed to the delivery of excellent service within the Ethiopian properties. Therefore, it should continue to strengthen this value of global wellbeing and engagement programs while making sure they are implemented in local cultures. With new Marriott properties opening in Ethiopia, it is encouraged to share knowledge and best practices across these new opening hotels. This would improve associate wellbeing, engagement and service excellence.

5.5 Limitations of the study

- The study focused only on associates working at Marriott Executive Apartments Addis Ababa and Sheraton Addis, Luxury Collection Hotels. Therefore, the findings may not be generalized to all hospitality organizations because of the limited existence of Marriott brand hotels in Ethiopia
- In addition, changes in associates' perceptions over time were not checked because the study used a cross-sectional research design. This only captures their perception at a single point in time.

5.6 Suggestions for future research

- With the opening of new Marriott brands in Ethiopia, future studies may expand the scope of the research by including them in their study. Comparative studies across different brands may give broader insights into the relationship between associate wellbeing and service excellence.
- Future researchers may also use longitudinal research designs to study how associate wellbeing, engagement, and service outcomes change in different time periods.
- Lastly, future studies may consider other factors that affect service excellence beside wellbeing and engagement. These factors might be organizational cultures, psychological safety, leadership style, employee empowerment, job satisfaction, and other factors.

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Annex I: Questionnaire

ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

MASTERS IN BUSINESS ADMINISTRATION

This questionnaire is designed to collect data for an MBA research study. The purpose of this study is to examine the effect of associate wellbeing on service excellence, with particular emphasis on the mediating role of associate engagement and the moderating role of supervisory support.

Your participation in this study is entirely voluntary. You may choose not to participate or withdraw at any time without any negative consequences. All information provided will be treated with strict confidentiality. Your responses will remain anonymous and will be used solely for academic purposes.

By proceeding with this questionnaire, you confirm that you understand the purpose of the study and agree to participate voluntarily.

☐ I agree to participate in this research study

Section A: Demographics

(Used only for descriptive purposes)

1. Gender
   ☐ Male
   ☐ Female
2. Age
   ☐ Below 25
   ☐ 25–34
   ☐ 35–44
   ☐ 45 and above
3. Organization
   ☐ Marriott Executive Apartments Addis Ababa
   ☐ Sheraton Addis, a Luxury Collection Hotel
4. Department
   ☐ Front Office
   ☐ Housekeeping
   ☐ Food & Beverage

☐ Finance

☐ HR

☐ Engineering

☐ Sales & Marketing

☐ Loss prevention

☐ Kitchen

☐ Admin and General

☐ IT

5. Length of stay at Marriott

☐ Less than 1 year

☐ 1–3 years

☐ 4–6 years

☐ 7 – 10 years

☐ 10+ years

Section B: Associate Wellbeing

Please indicate your level of agreement with the following statements using the scale below:

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

No	Statement	1	2	3	4	5
1	I feel physically healthy at work					
2	I feel mentally and emotionally stable in my job					
3	I feel supported in managing work-related stress					
4	My job allows me to maintain a good work-life balance					
5	My organization provides initiatives that support my wellbeing					

***Source**: Wright and Cropanzano (2000), Peter Warr (1990), Arnold Bakker & Evangelia Demerouti (2007)*

Section C: Associate Engagement

C1: Vigor (Energy)

No	Statement	1	2	3	4	5
1	I feel energetic while performing my job					
2	I am willing to put extra effort into my work when needed					
3	I remain motivated even when my work becomes challenging					

C2: Dedication

No	Statement	1	2	3	4	5
1	I find my work meaningful and important					
2	I feel proud to be part of my organization					
3	I feel a strong sense of purpose in my work					

C3: Absorption (Focus)

No	Statement	1	2	3	4	5
1	I am fully concentrated on my work tasks					
2	I become deeply involved in my work activities					
3	I find it difficult to detach myself from my work while working					

Source: *Schaufeli & Bakker (2003); Bhardwaj & Kalia (hospitality study)*

Section D: Supervisory Support

No	Statement	1	2	3	4	5
1	My supervisor supports me in my work					
2	My supervisor provides helpful feedback					
3	My supervisor helps me solve work-related problems					
4	My supervisor shows concern for my wellbeing					

5	My supervisor encourages me to perform better					

Source: *Eisenberger et al. (1986); Kottke & Sharafinski (1988)*

Section D: Service Excellence

No	Statement	1	2	3	4	5
1	I contribute to delivering high-quality service in my role					
2	I perform my duties in a way that supports guest satisfaction					
3	I respond promptly to work-related responsibilities					
4	I handle work-related challenges professionally					
5	I strive to improve service quality in my department					

Source: *Parasuraman, Zeithaml & Berry (1988); Carlzon (1987)*

Thank you for your feedback!

Annex II: Bulk SPSS Tables

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	252	100.0
	Excluded[a]	0	.0
	Total	252	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.896	5

Item Statistics

	Mean	Std. Deviation	N
ss1_supports_work	3.92	.891	252
ss2_feedback	3.89	1.082	252
ss3_concern_wellbeing	3.90	1.066	252

ss4_problem_solving	4.02	.967	252
ss5_encourages_better	4.12	.940	252

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
ss1_supports_work	15.92	12.046	.732	.876
ss2_feedback	15.95	10.639	.787	.863
ss3_concern_wellbeing	15.94	10.706	.792	.862
ss4_problem_solving	15.82	11.757	.705	.881
ss5_encourages_better	15.73	11.881	.711	.880

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
19.84	17.369	4.168	5

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	252	100.0
	Excluded[a]	0	.0
	Total	252	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.746	5

Item Statistics

	Mean	Std. Deviation	N
se1_high_quality_service	4.49	.609	252
se2_guest_satisfaction	4.60	.608	252
se3_quick_response	4.47	.711	252
se4_handle_challenges	4.56	.650	252
se5_improve_quality	4.67	.565	252

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
se1_high_quality_service	18.30	3.373	.529	.695
se2_guest_satisfaction	18.19	3.350	.542	.690
se3_quick_response	18.31	3.061	.547	.688
se4_handle_challenges	18.22	3.409	.456	.722
se5_improve_quality	18.12	3.571	.485	.711

Scale Statistics

Mean	Variance	Std. Deviation	N of Items

22.79	4.926	2.219	5

Frequency

Statistics

		gender	age	department	tenure	organization
N	Valid	252	252	252	252	252
	Missing	0	0	0	0	0

Frequency Table

gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	117	46.4	46.4	46.4
	Male	135	53.6	53.6	100.0
	Total	252	100.0	100.0	

age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25 - 34	93	36.9	36.9	36.9
	35 - 44	101	40.1	40.1	77.0
	45 and above	39	15.5	15.5	92.5
	Below 25	19	7.5	7.5	100.0
	Total	252	100.0	100.0	

department

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Admin and General	2	.8	.8	.8
	Engineering	21	8.3	8.3	9.1
	Finance	9	3.6	3.6	12.7
	Food & Beverage	43	17.1	17.1	29.8
	Front Office	34	13.5	13.5	43.3
	Housekeeping	35	13.9	13.9	57.1
	HR	4	1.6	1.6	58.7
	IT	4	1.6	1.6	60.3
	Kitchen	53	21.0	21.0	81.3
	Loss Prevention	37	14.7	14.7	96.0
	Sales & Marketing	10	4.0	4.0	100.0
	Total	252	100.0	100.0	

tenure

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1–3 years	41	16.3	16.3	16.3
	10+ years	62	24.6	24.6	40.9
	4–6 years	65	25.8	25.8	66.7
	7 - 10years	74	29.4	29.4	96.0
	Less than 1 year	10	4.0	4.0	100.0
	Total	252	100.0	100.0	

organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		2	.8	.8	.8
	Marriott Executive Apartments Addis Ababa	64	25.4	25.4	26.2
	Sheraton Addis, a Luxury Collection Hotel	186	73.8	73.8	100.0
	Total	252	100.0	100.0	

Collinearity Diagnostics[a]

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions (Constant)	AWB	AENG	SSUP
1	1	3.955	1.000	.00	.00	.00	.00
	2	.022	13.274	.17	.05	.01	.86
	3	.016	15.853	.51	.58	.00	.03
	4	.006	25.010	.31	.37	.99	.11

a. Dependent Variable: SERVEX

Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
AENG	252	2.00	5.00	4.2632	.59486	-1.289	.153

SSUP	252	1.40	5.00	3.9683	.83353	-.990	.153
SERVEX	252	2.80	5.00	4.5571	.44389	-1.420	.153
AWB	252	1.20	5.00	3.9579	.71499	-.996	.153
Valid N (listwise)	252						

Descriptive Statistics

	Kurtosis	
	Statistic	Std. Error
AENG	1.946	.306
SSUP	.530	.306
SERVEX	2.500	.306
AWB	.942	.306
Valid N (listwise)		

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
wb1_phys_health	252	1	5	3.84	.983
wb2_mental_stability	252	1	5	4.07	.870
wb3_worklife_balance	252	1	5	3.76	1.114
wb4_stress_support	252	1	5	4.06	.953
wb5_org_wellbeing	252	1	5	4.06	.988
eng1_energetic	252	1	5	3.98	.892
eng2_extra_effort	252	1	5	4.31	.832
eng3_motivated	252	1	5	3.87	1.060

eng4_meaningful_work	252	2	5	4.39	.685
eng5_proud_org	252	2	5	4.61	.624
ss1_supports_work	252	1	5	3.92	.891
ss2_feedback	252	1	5	3.89	1.082
ss3_concern_wellbeing	252	1	5	3.90	1.066
ss4_problem_solving	252	1	5	4.02	.967
ss5_encourages_better	252	1	5	4.12	.940
se1_high_quality_service	252	1	5	4.49	.609
se2_guest_satisfaction	252	2	5	4.60	.608
se3_quick_response	252	2	5	4.47	.711
se4_handle_challenges	252	1	5	4.56	.650
se5_improve_quality	252	1	5	4.67	.565
eng6_purpose	250	2	5	4.43	.703
Valid N (listwise)	250				

Correlations

Correlations

		Engagement	Supervisory Support	ServiceExcellence
Engagement	Pearson Correlation	1	.583***	.700***
	Sig. (2-tailed)		<.001	<.001
	N	252	252	252

SupervisorySupport	Pearson Correlation	.583***	1	.539***
	Sig. (2-tailed)	<.001		<.001
	N	252	252	252
ServiceExcelence	Pearson Correlation	.700***	.539***	1
	Sig. (2-tailed)	<.001	<.001	
	N	252	252	252
AssociateWellbeing	Pearson Correlation	.678***	.474***	.559***
	Sig. (2-tailed)	<.001	<.001	<.001
	N	252	252	252

Correlations

		AssociateWellbeing
Engagement	Pearson Correlation	.678***
	Sig. (2-tailed)	<.001
	N	252
SupervisorySupport	Pearson Correlation	.474***
	Sig. (2-tailed)	<.001
	N	252
ServiceExcelence	Pearson Correlation	.559***
	Sig. (2-tailed)	<.001
	N	252
AssociateWellbeing	Pearson Correlation	1
	Sig. (2-tailed)	
	N	252

***. Correlation is significant at the 0.001 level (2-tailed).

Pearson Correlations

Highly Positive: *(None)*

Positive: *(Engagement <---> SupervisorySupport), (Engagement <---> ServiceExcelence), (Engagement <---> AssociateWellbeing), (SupervisorySupport <---> ServiceExcelence), (SupervisorySupport <---> AssociateWellbeing), (ServiceExcelence <---> AssociateWellbeing)*

No Linear Correlation: *(None)*

Negative: *(None)*

Highly Negative: *(None)*

Note: Curated Help is calculated based on actual cell values, not the formatted values.

Regression

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	AssociateWellbeing[b]	.	Enter

a. Dependent Variable: ServiceExcelence

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.559[a]	.313	.310	.36874

a. Predictors: (Constant), AssociateWellbeing

ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.465	1	15.465	113.735	<.001[b]
	Residual	33.993	250	.136		
	Total	49.457	251			

a. Dependent Variable: ServiceExcelence

b. Predictors: (Constant), AssociateWellbeing

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.183	.131		24.314	<.001
	AssociateWellbeing	.347	.033	.559	10.665	<.001

Coefficients[a]

Model	95.0% Confidence Interval for B

		Lower Bound	Upper Bound
1	(Constant)	2.925	3.441
	AssociateWellbeing	.283	.411

a. Dependent Variable: ServiceExcelence

Regression

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Engagement, AssociateWellbeing[b]	.	Enter

a. Dependent Variable: ServiceExcelence

b. All requested variables entered.

Model Summary

					Change Statistics		
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1
1	.709[a]	.503	.499	.31420	.503	125.985	2

Model Summary

	Change Statistics	
Model	df2	Sig. F Change
1	249	<.001

a. Predictors: (Constant), Engagement, AssociateWellbeing

ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.875	2	12.438	125.985	<.001[b]
	Residual	24.582	249	.099		
	Total	49.457	251			

a. Dependent Variable: ServiceExcelence

b. Predictors: (Constant), Engagement, AssociateWellbeing

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.284	.145		15.787	<.001
	AssociateWellbeing	.098	.038	.157	2.585	.010
	Engagement	.443	.045	.593	9.763	<.001

Coefficients[a]

a. Dependent Variable: ServiceExcelence

Model		Tolerance	VIF
1	(Constant)		
	AssociateWellbeing	.541	1.850
	Engagement	.541	1.850

Collinearity Diagnostics[a]

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions (Constant)	AssociateWellbeing	Engagement
1	1	2.977	1.000	.00	.00	.00
	2	.016	13.686	.63	.50	.00
	3	.007	20.861	.37	.50	1.00

a. Dependent Variable: ServiceExcelence

Matrix

Run MATRIX procedure:

***************** PROCESS Procedure for SPSS Version 4.2 *****************

Written by Andrew F. Hayes, Ph.D. www.afhayes.com

Documentation available in Hayes (2022). www.guilford.com/p/hayes3

****

Model : 4

Y : SERVEX

X : AWB

M : AENG

Sample

Size: 252

****

OUTCOME VARIABLE:

AENG

Model Summary

R	R-sq	MSE	F	df1	df2	p
.6778	.4594	.1921	212.4473	1.0000	250.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	2.0313	.1556	13.0553	.0000	1.7249	2.3378
AWB	.5639	.0387	14.5756	.0000	.4877	.6401

Standardized coefficients

	coeff
AWB	.6778

****

OUTCOME VARIABLE:

SERVEX

Model Summary

R	R-sq	MSE	F	df1	df2	p
.7092	.5030	.0987	125.9846	2.0000	249.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	2.2838	.1447	15.7867	.0000	1.9989	2.5687
AWB	.0975	.0377	2.5848	.0103	.0232	.1718
AENG	.4427	.0453	9.7634	.0000	.3534	.5320

Standardized coefficients

	coeff
AWB	.1571
AENG	.5933

********** TOTAL EFFECT MODEL **********

OUTCOME VARIABLE:

SERVEX

Model Summary

R	R-sq	MSE	F	df1	df2	p
.5592	.3127	.1360	113.7347	1.0000	250.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	3.1831	.1309	24.3137	.0000	2.9253	3.4409
AWB	.3472	.0326	10.6646	.0000	.2830	.4113

Standardized coefficients

	coeff
AWB	.5592

********** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y **********

Total effect of X on Y

Effect	se	t	p	LLCI	ULCI	c_cs
.3472	.0326	10.6646	.0000	.2830	.4113	.5592

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI	c'_cs
.0975	.0377	2.5848	.0103	.0232	.1718	.1571

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
AENG	.2496	.0359	.1809	.3217

Completely standardized indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
AENG	.4021	.0477	.3079	.4966

********** BOOTSTRAP RESULTS FOR REGRESSION MODEL PARAMETERS **********

OUTCOME VARIABLE:

AENG

	Coeff	BootMean	BootSE	BootLLCI	BootULCI
constant	2.0313	2.0338	.2227	1.5861	2.4582
AWB	.5639	.5634	.0526	.4632	.6694

OUTCOME VARIABLE:

SERVEX

	Coeff	BootMean	BootSE	BootLLCI	BootULCI
constant	2.2838	2.2827	.1895	1.9211	2.6647
AWB	.0975	.0980	.0380	.0235	.1736
AENG	.4427	.4425	.0467	.3493	.5332

********** ANALYSIS NOTES AND ERRORS **********

Level of confidence for all confidence intervals in output:

95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:

5000

------ END MATRIX -----

Run MATRIX procedure:

********** PROCESS Procedure for SPSS Version 4.2 **********

Written by Andrew F. Hayes, Ph.D. www.afhayes.com

Documentation available in Hayes (2022). www.guilford.com/p/hayes3

****

Model : 1

Y : SERVEX

X : AWB

W : SSUP

Sample

Size: 252

****

OUTCOME VARIABLE:

SERVEX

Model Summary

R	R-sq	MSE	F	df1	df2	p
.6509	.4237	.1149	60.7688	3.0000	248.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	4.5771	.0229	200.1711	.0000	4.5321	4.6221
AWB	.2237	.0349	6.4085	.0000	.1549	.2924
SSUP	.1697	.0301	5.6290	.0000	.1103	.2291
Int_1	-.0710	.0290	-2.4434	.0152	-.1282	-.0138

Product terms key:

Int_1 : AWB x SSUP

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
X*W	.0139	5.9702	1.0000	248.0000	.0152

Focal predict: AWB (X)

Mod var: SSUP (W)

Conditional effects of the focal predictor at values of the moderator(s):

SSUP	Effect	se	t	p	LLCI	ULCI
-.7683	.2782	.0369	7.5367	.0000	.2055	.3509
.2317	.2072	.0370	5.5984	.0000	.1343	.2801
.7357	.1715	.0449	3.8213	.0002	.0831	.2598

There are no statistical significance transition points within the observed range of the moderator found using the Johnson-Neyman method.

Conditional effect of focal predictor at values of the moderator:

SSUP	Effect	se	t	p	LLCI	ULCI
-2.5683	.4059	.0748	5.4245	.0000	.2585	.5533
-2.3968	.3937	.0704	5.5906	.0000	.2550	.5324
-2.2254	.3816	.0661	5.7717	.0000	.2514	.5118
-2.0540	.3694	.0619	5.9684	.0000	.2475	.4913
-1.8825	.3572	.0578	6.1809	.0000	.2434	.4711
-1.7111	.3451	.0539	6.4080	.0000	.2390	.4511
-1.5397	.3329	.0501	6.6465	.0000	.2343	.4316
-1.3683	.3207	.0466	6.8898	.0000	.2291	.4124
-1.1968	.3086	.0433	7.1258	.0000	.2233	.3939
-1.0254	.2964	.0404	7.3353	.0000	.2168	.3760
-.8540	.2843	.0379	7.4905	.0000	.2095	.3590
-.6825	.2721	.0360	7.5555	.0000	.2012	.3430
-.5111	.2599	.0347	7.4935	.0000	.1916	.3282
-.3397	.2478	.0340	7.2775	.0000	.1807	.3148
-.1683	.2356	.0341	6.9040	.0000	.1684	.3028
.0032	.2234	.0349	6.3982	.0000	.1547	.2922
.1746	.2113	.0364	5.8060	.0000	.1396	.2829
.3460	.1991	.0384	5.1786	.0000	.1234	.2748

.5175 .1869 .0410 4.5583 .0000 .1062 .2677

.6889 .1748 .0440 3.9730 .0001 .0881 .2614

.8603 .1626 .0473 3.4373 .0007 .0694 .2558

1.0317 .1505 .0509 2.9560 .0034 .0502 .2507

Data for visualizing the conditional effect of the focal predictor:

Paste text below into a SPSS syntax window and execute to produce plot.

```
DATA LIST FREE/
  AWB      SSUP      SERVEX    .
BEGIN DATA.
   -.5579    -.7683    4.2915
    .0421    -.7683    4.4584
    .6421    -.7683    4.6253
   -.5579     .2317    4.5008
    .0421     .2317    4.6252
    .6421     .2317    4.7495
   -.5579     .7357    4.6063
    .0421     .7357    4.7092
    .6421     .7357    4.8121
END DATA.
GRAPH/SCATTERPLOT=
 AWB     WITH    SERVEX  BY      SSUP    .
```

********** BOOTSTRAP RESULTS FOR REGRESSION MODEL PARAMETERS **********

OUTCOME VARIABLE:

SERVEX

	Coeff	BootMean	BootSE	BootLLCI	BootULCI
constant	4.5771	4.5772	.0223	4.5328	4.6200

AWB .2237 .2229 .0362 .1545 .2947

SSUP .1697 .1703 .0253 .1221 .2224

Int_1 -.0710 -.0712 .0349 -.1384 -.0028

********** ANALYSIS NOTES AND ERRORS **********

Level of confidence for all confidence intervals in output:

95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:

5000

W values in conditional tables are the 16th, 50th, and 84th percentiles

NOTE: The following variables were mean centered prior to analysis:

SSUP AWB

------ END MATRIX -----