



The Effect of B2B SERVQUAL on PMC Performance: The Mediating Role of Top Management Support in UAE Executive Council

Abdulla Hamad Saif Mohammed Alghfeli, Gamal S. A. Khalifa, Ali Ameen, Abjit Ghosh

Abstract: *The purpose of the study is to examine the relationships between B2B SERVQUAL, top management support and project management consultant performance in United Arab Emirates executive council. This followed the quantitative research design as developed self-administrative questionnaire to collect data from UAE executive council staff. This study revealed the findings as follows: (1) B2B SERVQUAL significantly predicts PMC performance and top management support; (2) top management support significantly mediates between B2B SERVQUAL and PMC performance; (3) finally, top management support positive and significantly effects on PMC performance.*

Keywords: B2B SERVQUAL; Top Management Support; PMC performance.

I. INTRODUCTION

The consultancy services in public sector manages the interconnectedness among the different internal and external organizational features for increasing public value [1]. Project management is defined as a temporary help or assistance undertaken following specific cycle of initiation [2]. It also indicates the planning, execution, close to invent a unique product, service or result through coordination of human, material and finance resources [3]. Consultant looking a broad specter of professional and technical subjects with will be involved during project procession within the organization [2]. Mikkelsen and Riis (2003) investigated that external knowledge; clarify management and responsibility in the project policy and sending a clear message to the clients. It is argued that clients become dependent to consultancy advice as the consultant consultancy produce new idea or fashion in the management system. PMC performance play a essential

role in this present study, where the problems required to solve. PMC performance determines the consultant and project management outcomes for the executive council [2], [4].

Moreover, the top management support desires the future state of organization [5]–[7]. It is an aspiration of chief executives, strategists that might seek to focus the attention and energies of members of the organization [8], [9]. Top management support, the support from the well-known positions that evolve the consultant efficiency and effectiveness [10]. Top management only knows the overall project and probable outcomes. Senior managers adjusts to the changing condition will consider its capacity to adapt effectively to eccentric and unknowable external and internal events [11]–[13]. The primary roles of consultant vision are value added activities by envisioning the overall expectation and create a clear strategic intent. Further, intensify of collaboration that processes connections between collaboration of members and dynamics of institutional fields. It is a significance arena for inter-organizational interaction and process of structuration, which organized by the top management support. It provides a context for the ongoing process of structuration that sustains institutional fields of participants. Top management support mediates between B2B SERVQUAL and PMC performance. According to authors' identifications, little studies investigates as the mediating role of top management support with other constructs.

The specification of service quality in the role of business-to-business is presented. Organization can achieve great benefits its B2B SERVQUAL and established or secured properly their business [14]. High service qualities also the reason for achieving more than the average market share growth [15]–[17]. This study presents service quality according to business-to-business dealing perspective. In every business has potential to make relationship with other business when it deals with organization to organization. Liu and Xie, (2013) have stated that delivering effective service quality than competitors is the way for the organization become successful in business environment [19]. Providing service quality is a noticeable to differentiate from competitors and achieve a competitive advantage [20].

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B2B SERVQUAL has stimulated impressive intrigue and discussion in the literature in view of the troubles in both characterizing and estimating with no accord rising on either [17]. The proposed study adopts a systematic and structural approach to investigation on how organizational PMC performance may be optimized based on the two main influencing factors of B2B SERVQUAL and top management support.

II. LITERATURE REVIEW

A. B2B SERVQUAL, TMS and PMC performance

SERVQUAL is a form of behavior which represents a long-run and overall evaluation [21]–[24]. Besides, the conceptual definition of B2B (business-to-business) is mostly depend on its determinants [25]. SERVQUAL is a vital concern in B2B marketing of service, and it influences on the organization with other businesses. According to Asubonteng, et al., (1996), empirical works has focused on even testing and validating an integrated instrument for assessing perceived SERVQUAL on B2B context. Thus, the marketing effort priorities the producers at the time of B2B service because of fundamental characteristics of services and the inseparability of production and consumption [27].

The present study proposed the hypothesis that B2B SERVQUAL directly effects on PMC performance. B2B SERVQUAL increases the organizational internal and external performance. It is investigated by [28] that client and consultant both play role for organizational overall performance. Consultant provides technical and business expertise that reduce client knowledge and learning burden [29]. According to [30], SERVQUAL enhances the information technology performance of the organization. Buttle, (1996) has reviewed the SERVQUAL researches for past and future indications and defined the importance of service performance. The performance of an organization only the determinants of SERVQUAL for service industry [32]. Therefore, B2B SERVQUAL indicates the mutual performance for both client and consultant but consultant is responsible for client's organization project performance because of they hired for improvement:

H1: B2B SERVQUAL has a positive significant effect on PMC performance

Moreover, B2B SERVQUAL effects on top management support of the organization. According to Thong, et al., (1996), top management deals with the consultant or other external contracts for organizational management development through SERVQUAL. In addition, top management or executives are the main decision maker of the organization. B2B context and its service quality enhance top management support for future transaction and performance. Rezaei et al., (2018) [34] have investigated that SERVQUAL is a quality assessment for service of an airline service that increases client's satisfaction and organizational performance. From the B2B service context, B2B SERVQUAL enhances top management support for betterment of the organization.

H2: B2B SERVQUAL has a positive significant effect on TMS
Further, B2B SERVQUAL indirectly effects on PMC (Project Management Consultant) performance through trust. This mediation effect of trust indicates that b2b SERVQUAL is frequently taken the latitude of a buying center wherever

definite persons have various roles with clients purchase decision, service evaluation formulation of service offering and other requirements of the service process and outcomes with mutual trust. Ribeiro Soriano, (2001) have considered that consulting is a planned intervention, which identify existing problem and introduce most suitable way of resolving them. B2B SERVQUAL indirectly enhances the PMC performance through establishing trust between service quality and PMC performance. On the other hand, B2B SERVQUAL also indirectly influence on PMC performance through top management support. The mediating role of top management support indicates that B2B SERVQUAL increase the PMC performance within project transaction if top management support the mutual understanding. Al Shaar, et al., (2015) [36] investigated the effect of top management support on creative performance through organizational structure. To the best of authors' knowledge, little attention has been drawn in indirect relationships (the effect of trust and top management support). According to above discussion and arguments we formulated two hypotheses as follows:

H3: TMS mediates the relationship between perceived B2B SERVQUAL and PMC performance

B. Top management support and PMC performance

Consultant is a professional advice in a specific area such as management, institution and other organizations. This present study emphasizes on management consultant that improve organizational problem's solution [37]. Management consulting focus on client's critical issues and opportunities such as strategy, operation, technology acquisitions and sustainability [38]. Globalization has made modern workforce far more varied in composition than ever before [39]–[41]. The demographic changes happening in most industrialized nations present an earnest test for some associations today. Firms are challenged with the fact that their staff is getting both older and the labor force is full of employees with diverse education and functional background [42], [43].

According to Koitie, (2015), top management would best have the option to oversee fierce complex situations since colleague contrasts may animate banter about the suitable procedure, enable them to produce more prominent scope of strategic choices and altogether better assess the feasibility of such options [45], [46]. This leads to novel, unprecedented, risks taking behavior whose payoffs though not guaranteed completely change the strategy of the organization [13], [47], [48]. PMC performance can therefore be explained from the nature and adequacy of strategic reactions which change to a limited extent with how top chiefs with expert decipher and triggers the key reactions. In this manner, the impacts on how administrators survey, and direct firm procedure is a significant zone of examination. Strategic decision-making process is an ambiguous, complex, and unstructured process which is influenced by project management consultant perceptions and interpretations of strategic response [49].

Top management support is more creative and able to cast a wider net on information sources while evaluating various strategic alternatives as opposed to homogeneous teams [50]. On the other hand, project management has been developed into a subject discipline with other management system and functions such as operation (Kenny, 2003). Now a day organization increasingly using project management as a tool to enhance productivity [2]. A common approach is to indicate on multiple stakeholders' expectation for measuring performance [2]. Though, there are still little studies evidences that relations project management performance with the worth resultant from investing in the project. Past academics suggested that numerous achievements can be benefited from having a nature project management system in the organization [51]. Besides, project management is more effective than traditional functional management but limited quantifiable evidence is available on these benefits [2]. This current study, project management performance organizes by the external consultant organization that is appointed to increase management performance in future.

Nitithamyong and Tan, (2007) have investigated that consultant can increase lack of an organization related problems to develop management. Chang and Ibbs, (1998) also have investigated that consultant is the helper of any organization to improve better position or performance from previous activities. According to above argument, we formulated a hypothesis as follows:

H4: Top management support has a positive effect on PMC performance.

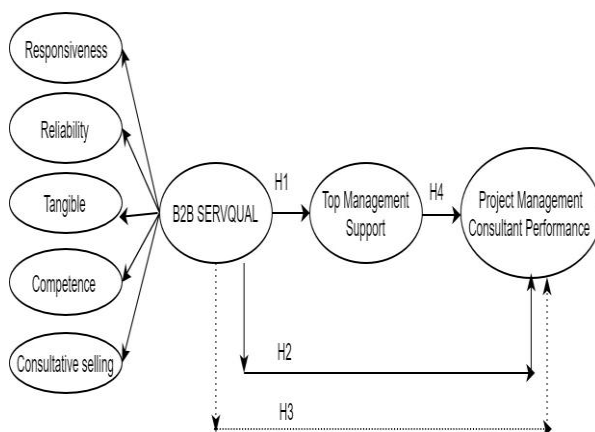


Figure (1) the theoretical framework

III. RESEARCH DESIGN

A. Research design and questionnaire development

The research design of this study followed the quantitative approach that collect and quantify data in order to use statistics for analyzing (Malhotra et al, 2004). Quantitative research approach has successfully been used in the management studies, especially in the project management [55]. Respondents' information, beliefs, motives and attitudes provides an effective survey design which measures the perceptions of UAE executive council staffs. Therefore, this study needs a self-administrative questionnaire for assuming the responsibility of staff reading and responses. The

questionnaire divided into two main sections: demographic profile and construct's items measurement. The researcher distributes numerous questionnaires to different respondents in different places simultaneously by using a self-administrated questionnaire. This study's constructs have adapted for the previous literature and used five-point Likert scale following strongly disagree (1)-strongly agree (5). Therefore, the construct B2B SERVQUAL has adapted form with five dimensions; responsiveness (5 items); reliability (5 items); tangible (4items); competence (4 items) and consultative selling (5 items), top management support (6 items), and PMC performance (7 items).

B. Data collection and Sampling

This study applied a survey-based methodology for gathering data, which has many advantages that mainly suitable for this study. According to Kleinberg, et al., (1999), survey-based methods give advantages for assembling a large amount of data about an individual respondent at one time and its flexible for collecting data. The survey-based methods can collect a large number of data sample quickly and efficiently [57]. The sample size is decided in consideration of the following researcher connection. According to [58], an acceptable sample size with no simple and definitive rule an accurate sample size, which considerable debate in the research field. The questionnaire was distributed among the executive council staffs within the organization and 700 questionnaires distributed were 560 valid questionnaires collected. The procedures of collecting data were contacted to the top management to collect data and conduct survey with the staff. For the analysis of the research model using PLS-SEM (Partial Least Square-Structural Modelling Equation) in order to input data in SPSS (Statistical Package for Social Science). It needs a large sample which is less stable for estimation purpose, some researchers believe that PLS-SEM may use for sample size as small as 50 and large 5000 [59]. This study was used PLS-SEM for analysis technique in order to get the result for path, estimation and supported the hypothesis.

IV. DATA ANALYSIS AND RESULTS

A. Respondents' profile

The respondents' information is summarized using basic descriptive statistics such as frequencies and percentages in order to provide overview of the data collected. Results show that there were more male (80.6%) than females (19.4%) in the Abu Dhabi Executive Council. Most of the employees were aged between 41 to 45 years; this accounted for 54.4% of the responses followed by the age range of 34 years to 40 years at 29.1% of total responses. Close to 76.7% of the employees hold a bachelor degree and most of the remaining 12.9% hold a postgraduate degree. For work experience, 41.4% have work experience from 6-10 years, 39.2% are from 1 to 5 years, 19.2% are 11-15 years' experience. Key demographics are presented in Table 1.

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Table 1: Respondents' Profile

	N=309	Frequency	Valid Percent (%)
Gender	Male	249	80.6
	Female	60	19.4
Age	Less than 35	2	0.6
	35 to 40	90	29.1
	41 to 45	168	54.4
	46 to 50	42	13.6
	>50	7	2.3
Educational level	Diploma	32	10.4
	Bachelor	237	76.7
	Postgraduate	40	12.9
Tenure	1-5	121	39.2
	6-10	128	41.4
	11-15	60	19.2

B. Measurement Model Assessment

The study employed structural equation modeling using Smart PLS3. In order to assess the model measurement the study tested the constructs reliability and validity [60]. The results revealed that all Cronbach's Alpha values are above the recommended value 0.7 [60]. Furthermore, the results show that all composite reliability values are above 0.7 [60]. As a result of the above, construct reliability is fulfilled (Table 2). In addition, indicators reliability is fulfilled. Hence, the loading for all items exceeded the recommended value 0.5 (see Figure 2).

Table 2: Constructs reliability and validity

		α	CR	AVE
		>0.7	>0.7	>0.5
B2B Service quality	B2BSQ	0.952	0.957	0.557
Top management support	TMS	0.911	0.938	0.790
Project management consultant performance	PMCP	0.953	0.959	0.680

Convergent validity is fulfilled. Hence the AVE (average variance extracted) is higher than the recommended value 0.5 for all constructs [61]. Furthermore, discriminant validity is fulfilled. Hence the square root of AVEs on the diagonals are higher than the correlations between constructs [62], and HTMT values are below 0.85 [63].

The results of discriminant validity by using the Fornell-Larcker criterion is shown in Table 4, where the square root of the AVEs on the diagonals, as represented by the bolded values, are higher than the correlations between constructs (corresponding row and column values). This indicates that the constructs are strongly related to their respective indicators compared to other constructs of the model [62], [64], thus suggesting a good discriminant validity [60], [65]. In addition, the correlation between exogenous constructs is less than 0.85 [66]. Hence, the discriminant validity of all constructs is fulfilled.

Table 4: Fornell-Larcker criterion

	Fornell_Larcker criterion			HTMT		
	B2BSQ	TMS	PMCP	B2BSQ	TMS	PMCP
B2BSQ	0.747					
TMS	0.593	0.889		0.643		
PMCP	0.684	0.588	0.825	0.721	0.631	

Hypotheses test

The results of hypotheses tests are illustrated in Table 6 and figure 2. Results revealed that B2BSQ significantly predict PMCP and TMS. Hence, H1, and H2 are supported with ($B=-0.518$, $t=8.790$, $P>0.001$), and ($B=0.593$, $t=13.046$, $P>0.001$), respectively. Furthermore, TMS significantly predicts PMCP. Hence, H4 is accepted with ($B=0.281$, $t=4.327$, $P>0.001$). PMCP, and TMS are explaining 51.9% of variance in PMCP. In addition, B2BSQ is explaining 35.1% of variance in TMS. Effect size f^2 results showed that two relationships with large effect size and one with medium effect size [67]. Furthermore, blindfolding procedures' results showed that, Q2 values are greater than zero [60].

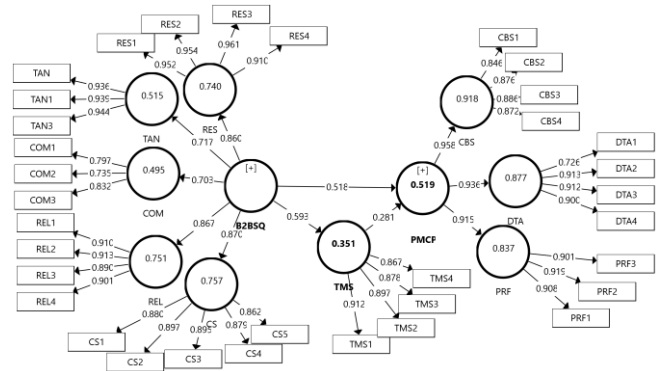


Figure (1) Structural Model Assessment

To test the mediation hypotheses H3 the study employed [68] method of bootstrapping the indirect effect. The analysis showed that TMS significantly mediate the relationship between B2BSQ and PMCP. Hence H3 is supported with ($B=-0.177$, $t=4.309$, $P>0.001$)

Table 5: Hypotheses Tests

		Beta	St. Error	T Value	P Values	R ²	F ²	Q ²
H1	B2BSQ → PMCP	0.518	0.059	8.790	0.000		0.362	0.329
H2	B2BSQ → TMS	0.593	0.045	13.046	0.000	0.351	0.541	0.261
H3	B2BSQ → TMS → PMCP	0.166	0.039	4.309	0.000	0.519		
H4	TMS → PMCP	0.281	0.065	4.327	0.000		0.106	

V. DISCUSSION AND IMPLICATIONS

A. Discussion

Discussion of the study indicates the findings that showed B2B SERVQUAL significantly effects on top management support. According to, [69], the effects of top administration backing and outer aptitude (specialist support) on the achievement of task execution with the impact of B2B SERVQUAL. SERVQUAL accept that service quality is basically controlled by the divergence between the desires and perceptions of the client, and the service conveyed [70]. It is noted that service quality in business dealing enhances top management support in consultant contract. Hypotheses of the model have shown the direct relationship between B2B SERVQUAL and top management support which makes individual connectivity among the employee by using strategy within the organization [71].



Furthermore, the above findings suggested that the mediating role of top management support positive and significantly mediates between B2B SERVQUAL and PMC performance. Dong, et al., (2009) suggested that the strategic leaders or top management support will at last advise the choices they make, the allotment of assets on the side of those choices, and the real usage of those activities. These propositions were supported in the above results in order to implement top management support toward PMC performance. Moreover, the above findings have revealed that top management support positive and significantly effects on PMC performance. Top directors differ in the degree to which they normally show consulting, delegating and monitoring behavior [73]. A project manager is responsible for conveying undertaking yields. Conversely, as a project is a multipart attempt, venture supervisors can anticipate support from others in the association. Especially, the dynamic inclusion of top directors of the performing association can help venture supervisors to effectively finish the task.

Top managers' support is among venture the executives basic achievement factors. This implies the more top administration procedures are rehearsed in associations, the higher the degree of project achievement is. Nevertheless, with official constrained time and assets, it is likewise imperative to distinguish the best support forms for various venture situations

According to [74], the high importance of top management involvement in projects. Thus, unique managers' styles might be pertinent for each project situation. With connection to top management support, this implies different top management support procedures might be best utilized in various venture situations. Therefore, this proposition was supported in the above results in order to implement top management support toward PMC performance.

B. Implications and future research

The theoretical implication of the study has articulated the probable or possible outcomes of the research. This current study's theoretical implications indicate the result of the research that we identified of model constructs relationship-based contribution. B2B SERVQUAL implies the influence of PMC performance in order to findings support we have outcomes form the results. This relationship theory supported in terms of the results of the mentioned hypothesis. Additionally, B2B SERVQUAL significantly influence on PMC performance, which mentioned from the extracted result. This relationship usually have considered in multi-cluster comparative research in order to reevaluate service quality as business to business context [17].

On the other hand, the indirect placed of top management support and PMC performance is greater acceptance in the theoretical phenomena that top management support is more essential for PMC performance [75]. Firstly, in recent years, numerous researchers and scholars have paid great attention for the study of PMC performance and it has become frequently researched topics in the field of administrative in different industries contexts [76]. Admittedly, PMC performance has now been more essential in a business where the human capital is significantly the major source of competitive advantage [2]. Increasing recognizable project

performance in different industries is imminently practical for organizational consultant performance to implement. Improving management support would also be far less expensive and complex than raising project performance [2]. Directors of the departments providing support to their consultant contract seem to be generally good for project success. For instance, directors could regularly ask employees how they can assist them to perform their tasks better and show personal consideration. Especially, the B2B SERVQUAL and consultant guideline can generate supportive ways of developing workgroup decisions and even allow exceptions to rules in extreme circumstances to support employees in doing their duties. In addition, this idea of SRVQUAL can practice to the Executive Council for the purpose of theorized to practical workplace for more leading output that can go through success.

Future research tends to benefit from paying attention to the following areas: First, this study was limited by the UAE Executive Council in the public perspective organization. Public and private sector need to be considered for future studies. The study was also limited by top management support as a mediating variable. The researcher recommends that, in the future research, other researcher should investigate other project management performance in engage consultant and without consultant in comparative mechanism, given that they strongly correlated other variables

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